



# COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

No. 32/Spring 2023

CGSC Commandant  
Lt. Gen. Milford H. Beagle, Jr.  
addresses National Security  
Roundtable attendees

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# A strong sense of pride

by Brig. Gen. Bryan W. Wampler, U.S. Army, Ret.  
CAS3 – 1994, CGSOC – 1997, PCC – 2005



THE COMMAND AND GENERAL STAFF COLLEGE FOUNDATION BOARD OF TRUSTEES CONDUCTED A PRODUCTIVE SPRING 2023 BOARD MEETING MARCH 28-29, 2023 ON FORT LEAVENWORTH, KANSAS, IN THE LEWIS AND CLARK CENTER. The board is pleased to report that the Foundation continues to be a resource in providing programs that support the College's endeavors to develop Leaders of Character.

The Foundation strives to build meaningful relationships with students, alumni, faculty, and staff through a global professional network through the Alumni Association and *Foundation News* magazine. A principal objective of the *Foundation News* is to provide a platform for updates on various departments in addition to asking for alumni updates. These updates that often include photos are appreciated and meaningful to friends and former colleagues with whom we often lose touch.

The expertise of the faculty and staff in each school is truly remarkable, and this is also a source of great pride for everyone involved with the College. The Foundation is proud to be able to support the College's mission through **Scholarship, Outreach, and Soldier and Family Support**. The board is focused on these three pillars and pledges to remain attentive and committed to each.

As each academic year draws to a close, students from both resident and distance education programs are filled with excitement as they prepare to apply their newfound knowledge in future assignments, with some continuing their academic studies. While other inbound students simultaneously begin arriving at their new duty stations to begin their academic journey, others become familiar with the distance education requirements, and others meet their seminars while attending a TASS cohort. There are also the command teams that transition through the School of Command Preparation preparing for command.

There is a strong sense of pride for the Command and General Staff College, as well as the individual schools and courses to include the Command and General Staff School, School of Advanced Military Studies, School of Command Preparation, and the Sergeants Major Academy. It is reassuring to see the quality of faculty and staff members



PHOTOS BY MARK H. WIGGINS

who return to the College for military assignment and the caliber of civilian faculty who are recruited and retained. The annual throughput of students is equally impressive with approximately 12,000 students annually.

One constant within all academic programs is the opportunity to form relationships with colleagues that will surely help during their careers, but many of these relationships that begin during academic periods will last a lifetime, many with new friends from colleagues from other countries. There are also the stories of friendships established between family members that also last through their lifetimes.

A program supported by the Foundation is the International Hall of Fame. It is heartwarming to see the reunions of these impressive alumni when they reunite with their sponsor families, and often members from their seminars. Inductees always talk about the importance of the friendships they and their family's make during their time attending the Command and General Staff College.

The Foundation is pleased to be able to support the students, alumni, faculty, and staff. We hope that you will consider becoming a member of the Alumni Association if not a current member. We would also ask you help us connect with alumni who are not receiving the *Foundation News* magazine by having them email the staff at [office@cgscf.org](mailto:office@cgscf.org) to add their information to the distribution list. Additionally, we hope you will let us know if there is a particular update you would like to see included in a future version of the *Foundation News*. 📧

For more information about the Foundation and to donate:



<https://www.cgscfoundation.org/support-us>



# Looking to the future...

by Col. Roderick M. Cox, U.S. Army, Ret.  
CAS3 – 1989, CGSOC – 1994, PCC – 1999



**GREETINGS FROM HISTORIC AND BEAUTIFUL FORT LEAVENWORTH** –“Arsenal of the West” from the mid-1800s to the early 1900s, site of World War I and World War II Induction Centers, and current home of the Mission Command Training Program and the National Simulation Center – a wonderful and important mix of the past, present, and the future.

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 wonderful people associated with it who serve our nation and represent hope, peace, and prosperity around the world.

I invite you to read about many of the activities and programs we have supported or conducted since the last issue of our magazine on the following pages. As you work your way through our magazine, please remember that these events have all been made possible by the small group of Foundation trustees and our donors and supporters. If you are among them – thank you. If you are not, and are appreciative of what you see, please join with us and start a monthly contribution to your Foundation that both supports CGSC and positively impacts the lives of service members and their families.

We are once again pleased to bring you the thoughts of the College leadership, to highlight the accomplishments of the world-class faculty, and to update you on what our fellow alumni desire to share. We also have articles on the National Security Roundtable, the Ethics Symposium, and the Arter-Rowland National Security Forum – all vibrant and exciting programs that positively impact the professional development of CGSC students and faculty and which engage in the outreach necessary to connect the College with the U.S. citizenry.

I am pleased to highlight this year’s winners of our CGSCF Alumni Association scholarship program. They were the best of a highly competitive applicant pool, which was our largest to date. These young adults are all family members of CGSC alumni and represent a bright future for us all. My thanks go out to Park University as they once again allocated renewable scholarships to be awarded via our scholarship program. I invite you to support this effort by either joining the CGSCF Alumni Association or by contributing directly to our scholarship program. Or you can do what the friends of Colonel (USMC Ret.) Stephen Brown did and collectively fund a scholarship in honor of Steve’s service which we have named the Colonel Stephen E. “Brownie” Brown Scholarship. Please contact me if you would like to fund a scholarship in honor of someone which will also benefit a military family.

As the world changes, the College evolves, and so will our Foundation. The curriculum focus of the College has shifted from the past two decades of counter-insurgency warfare to the conduct of large-scale combat operations in a complex, multidomain environment. This shift has called for our Foundation to adjust the type and focus of the activities we support. As we look to the future, we will be conducting more activities that support academic studies such as illustrated in the Information Advantage Scholars article and that focus on ethics and leadership in the domains of space and cyberspace as well as with the growing field of artificial intelligence. This shift provides the opportunity for more interface with the interagency and business communities and will have us supporting activities that encourage creative thinking and adding to the professional discourse through writings, podcasts, and presentations. We are committed to supporting the College’s efforts to encourage more writing and publication by both the faculty and students. Watch for more of these types of activities. I invite you to support and participate when given the opportunity.

I’ll also mention that the Commandant, the Deputy Commandant, and the Dean are personally taking an active role in outreach activities as they know the importance of engagement and the value of telling the story of the great things happening here at the College and with our Army. Our Foundation is committed to supporting this effort and will continue to assist their efforts by co-sponsoring and supporting activities such as the NSRT, the Ethics Symposium, international officer exchange visits, and visits to the College by external groups. We will continue to conduct activities such as the Arter-Rowland National Security Forum, the Distinguished Speaker Series, and the Walk and Talk program that allow the leadership and faculty to engage with the public to demonstrate their expertise and to tell the College and Army story.

The future is bright and our Foundation is positioned to be an important part of the success of the College as we provide for that margin of excellence and continue to do good things for good people. Thank you for supporting this effort. I hope that you feel the same pride I do in what our Foundation does in support of the people who are the U.S. Army Command and General Staff College.

As always, I invite you to submit “Alumni Updates” and ask for your support to enable our Foundation to continue to provide the margin of excellence to the Army’s development of leaders of character and competence for service to our nation.

Stay safe. 🇺🇸

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



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

The CGSC Foundation is an  
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## NATIONAL SECURITY ROUNDTABLE



### ON THE COVER

CGSC Commandant Lt. Gen. Milford H. Beagle, Jr. addressed the attendees of the National Security Roundtable which was cohosted by CGSC and the CGSC Foundation. – Story on page 20. (photo by Mark H. Wiggins)

### FROM THE EDITORS

In this edition we highlight the National Security Roundtable which was conducted April 17-20. We're also highlighting the Ethics Symposium and the International Hall of Fame. Additionally, we have updates from the Commandant, Deputy Commandant and the Dean along with reports from the Command and General Staff School, School of Advanced Military Studies and the Sergeants Major Academy as well as the Department of Distance Education and a report from the 97th Training Brigade, a U.S. Army Reserve unit that teaches CGSOC curriculum around the country. We're also announcing the winners of our 2023 Scholarship program and so much more. – We hope you enjoy this 32nd 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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## Update from the Commandant

# How We See Organizations Through Assessments

by Lt. Gen. Milford H. Beagle, Jr.

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



Lt. Gen. Milford H. Beagle, Jr.

I SPENT THE FIRST 90 DAYS OF MY COMMAND MEETING WITH THE SERVICE MEMBERS (ALL LEVELS), CIVILIAN PROFESSIONALS, AND COMMUNITY PARTNERS ACROSS THE COMBINED ARMS CENTER (CAC) AND FORT LEAVENWORTH. During that time, I also focused on understanding the mission of CAC and Fort Leavenworth and the importance of modernizing the Army to prepare for future threats. To achieve this goal, I have aligned our focus across four priorities - Driving Change, Leader Development, Stewarding the Profession, and improving Quality of Life.

To drive change, we will continue focusing on updating and publishing critical doctrine, fielding new equipment, and training our personnel. We develop leaders by taking a long hard look at the career-long assessments and using individual development plans (IDPs) as “a way” to grow and empower professionals. Stewarding the profession includes preparing Army Professionals to fight and win against challenges and emerging threats now and in the future. Last, taking care of our people and improving their quality of life is the foundation for driving change, leader development, and stewarding the profession. We will take the necessary steps to upgrade our more recently constructed housing, invest in historic homes, and improve childcare, wellness, and healthcare facilities to improve the workforce’s quality of life.

As you have already gathered, the power of conducting organizational assessments is crucial for the Army to identify strengths, weaknesses, and opportunities within the organization. By evaluating your organizational structure, processes, and culture, leaders like you help your commander pinpoint areas that require improvement, optimized resource allocation, and develop strategies to meet mission requirements. Done right, organizational assessments also help us see ourselves and address problems that affect the morale and performance of our formations or workforce, resulting in the ability to increase organizational efficiency, mission readiness, and decision-



U.S. Army Combined Arms Center (CAC) Commanding General, Lt. Gen. Milford Beagle, Jr., CSM Stephen H. Helton, CAC Command Sergeant Major, and Gregg Thompson, Deputy to the Commanding General addressed the CAC workforce on CAC’s “State of Command” at the Lewis and Clark Center, Fort Leavenworth, Kansas, on Jan. 30, 2023.

making. Moreover, assessments help the Army maintain an elevated level of transparency, accountability, and customer responsiveness.

### Combined Arms Center Cross-Generational Teams

We formed Cross-Generational teams to identify solutions and opportunities for areas of improvement in the command. Cross-Generational teams are a composite of individuals across the installation who will focus on organizational activities, processes, and climate gaps. Through collaboration and goal setting, the team will help us verify systemic challenges, locate root causes, and develop practical solutions, fostering accountability and action.

In summary, it is essential to understand the value of organizational assessments as you prepare to excel as an organizational leader. They give your commander a holistic view of the organization and a first-level evaluation of the current environment. Assessments also help us identify areas requiring a strategic viewpoint to meet long-term

- continued on page 8

- from page 7

objectives. The Army has undergone and will continue to experience several of these strategic assessments to look at how we conduct professional development for Captains, recruitment strategies for Soldiers, and Warrant officer modernization strategies to build the Army of 2030.

In your leadership journey, you will encounter opportunities to help you revise your mental models and leadership approach to ignite organizational change.

Understanding the value of assessments will inspire you to apply rigor when identifying areas where you can assist your commander in understanding the organization while also focusing on business processes, people, data literacy, and readiness that supports the organization's objectives. Go forth to be great and continue to rely on your foresight relevant to the situation and the organization you serve. 🇺🇸

**DRIVE CHANGE. FORGE VICTORY!**

## Three CGSC faculty members receive top awards

*Army University Public Affairs*

*Edited by Mark H. Wiggins, Managing Editor*

**WHAT MAKES A GOOD INSTRUCTOR? –**

**“THERE ARE THREE CHARACTERISTICS THAT MAKE A GOOD TEACHER – PASSION, PREPARATION, AND HUMILITY,” SAID DR. TRENT LYTHGOE, THE COMMAND AND GENERAL STAFF COLLEGE EDUCATOR OF THE YEAR.**

“Passion means having a genuine love for teaching, caring about students, and being enthusiastic about what you are teaching,” he explained. “Preparation means being an expert in one’s field and being prepared for each class – both are critical to establish credibility with students. Humility means that teachers are also learners. They work to improve their weaknesses and embrace mistakes as learning opportunities. Most importantly, humble teachers respect their students.”

The college named Lythgoe, Lt. Col. Paul Mostafa, Australia, Military Instructor of the Year and Dr. Jonathan Abel, Department of Military History, Civilian Instructor of the Year as its top instructors for this academic year. The faculty members will represent CGSC in the annual Training and Doctrine Command Educator of the Year competition. The three were recognized in a ceremony on March 6, 2023, in the Eisenhower Auditorium of the Lewis and Clark Center.

During the ceremony CGSC Foundation President/CEO Rod Cox presented each of the awardees a College chair on behalf of the Foundation board of trustees and all of its supporters as part of its annual programs to recognize excellence in the College’s faculty and student body. Cox explained the Foundation’s intent and thanked the assembled group for the opportunity before making the presentations.

Naming of the top instructors is the culmination of work that began in the fall. CGSC schools and departments submitted their nominations for the honors early in the academic year. During the past several months, the CGSC selection panel observed classes, reviewed nomination packets, and interviewed those nominees. The selection panel met Jan. 5 and chose the three winners.

Dr. Ric Killian, Assistant Dean for Faculty & Strategic Initiatives, explained the process. “In short, we conduct the CGSC Educator of the Year competition as a member of



PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS

CGSC presented its annual Educators of the Year awards in a ceremony on March 6, 2023, in the Eisenhower Auditorium of the Lewis and Clark Center. Front row: Lt. Col. Paul Mostafa, Australia, Military Instructor of the Year; Dr. Jonathan Abel, CGSC Department of Military History, Civilian Instructor of the Year; and Dr. Trent Lythgoe, the Command and General Staff College Educator of the Year. Back Row: Dr. Robert Davis, CGSC Associate Dean of Academics; CGSC Foundation President/CEO Rod Cox; and Dr. Jack Kemp, CGSC Dean of Academics.

TRADOC’s Instructor of the Year competition. There are seven nominating categories in the TRADOC competition. This year we decided to maximize our participation by submitting nominees in the following categories: Educator of the Year, Active Duty Officer Instructor of the Year, and DA Civilian Instructor of the Year.”

Continuing to improve is a common theme among the three awardees.

“In reality I have been “honing my craft” since I joined the Army” said Mostafa. “Being an effective instructor in the adult learning environment is really about being an effective leader.”

Abel said attending Faculty Development Program sessions within, expanding personal reading and research beyond his field, regularly talking with colleagues to see what’s working for them in the classroom and whether he can use their techniques are all part of his professional development. 🇺🇸



Read the full story and see more photos online:

<https://www.cgscfoundation.org/educators-of-the-year-2023>





# Update from the Deputy Commandant

by Brig. Gen. David Foley  
Deputy Commanding General-Education, Combined Arms Center  
Provost, Army University  
Deputy Commandant, Command and General Staff College



PHOTOS COURTESY ARMYU PUBLIC AFFAIRS

## GREETINGS FROM ARMY UNIVERSITY AND THE COMMAND AND GENERAL STAFF COLLEGE!

My last article welcomed the Academic Year 2023 Command and General Staff Officer Course (CGSOC) and Advanced Military Studies Program (AMSP) students and highlighted the tremendous efforts of our biennial Army Learning Symposium (ALS). The ALS directly supports Army University’s mission to “increase academic rigor and relevance and increase Soldier, Army Civilian, and Leader competence”.

In this edition I want to expand on the other part of our mission statement: “increase Soldier, Army Civilian, and Leader character and commitment.” This is our Educating Leaders of Character (ELOc) Program. The ELoC Program, a part of our outcomes-based education model, began in August 2022. It serves to build leaders who inspire those around them and demonstrate critical and creative thinking while shaping, leading, and cultivating our institutional values. The importance of inculcating character in our Army cannot be overstated. To this end, Army University held four panels over the academic year to enable candid conversations on tough topics affecting our Army. The four panels were: Developing inclusiveness while maintaining diversity and equity; Developing resiliency within an organization; Women, peace, and security; and Transitioning to organizational leadership.

People are the U.S. Army’s military advantage. The Army of 2030 and beyond requires people who can build cohesive teams of highly trained, disciplined, and agile Soldiers, Army Civilians, and Leaders. The Army is investing tremendous resources into personnel management systems and programs designed to optimize talent management and potential. The

in their professional timeline. The U.S. Army Command and General Staff School (CGSS) students are field grade leaders committed to a career of service. The school provides a unique opportunity to engage peers in an academic setting and routinely hear from the Army’s most senior leaders directly. The ELoC Program nests with Army Senior Leader guidance, providing additional opportunities for officers to expand their intellectual horizons and contribute to their own personal development.

This academic year served as a pilot and validation for the ELoC concept. To this end, it was a huge success.

In the coming academic year we will continue the ELoC series with a selection of panels and discussion while incorporating additional mentorship

opportunities across a variety of programs. These events complement in-class dialogue and set the stage for discussions about the Army Profession as students consider the foundations of their service, what it means to be a leader of character, and their responsibility as senior stewards of the profession.

I continue to be humbled by the amazing work the talented members of Army University do daily. It is a tremendous pleasure and privilege to serve this organization and the Army. As always, thanks to the CGSC Foundation for all you do to contribute to the College and our students. 🙏

**Educate to Win!**



ELoC Program is an investment in Army values. Along with ongoing education modernization initiatives, this investment serves to build highly adaptive and empathetic leaders who can thrive in complex environments – a benefit that serves the Soldier for life.

“Educating Leaders of Character” is also a part of professional stewardship. Army University synchronizes academic and education activities across the University, Army centers, institutes, and colleges from initial military training to senior level education. The ELoC Program implemented at CGSOC this year engages students at a critical juncture



# Update from the Dean

## Developing 'Habits of Mind'

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



Dr. Jack D. Kem  
 Dean of Academics

GREETINGS! ON APRIL 26, 2022, THE DEPARTMENT OF DEFENSE APPROVED DoD INSTRUCTION (DoDI) 1322.35 ENTITLED “MILITARY EDUCATION: PROGRAM MANAGEMENT AND ADMINISTRATION.” The document provides some broad guidance on the conduct of all military education programs in the Department of Defense. The document has some very interesting language: this includes equipping warfighters with “habits of mind,” and to “develop a canon of professional knowledge for Service members and DoD civilian personnel.” One of the most interesting purposes for the document was to:

**Integrate education, training, and experience across the learning continuum of individuals’ careers to provide developmental opportunities that emphasize cognitive capabilities, joint acculturation, and subject matter expertise that fulfills the needs of the DoD and DoD personnel in a manner that will reflect U.S. values and priorities.**

As I wrote in the *Foundation News* in November 2021, we have adopted a new approach to military education at the Command and General Staff College entitled “Outcomes Based Military Education,” or OBME. The focus for OBME is on the outcomes – the knowledge, skills, and behaviors of our graduates. This approach contrasts with our previous approach which was focused on ensuring we had the right inputs: having the right staff group mix, the right faculty with appropriate credentials, and that we taught and assessed the specific subjects that were mandated. We are still concerned about those inputs – but the focus is on what the graduate can do upon graduation to meet the challenges of the future.

The integration “across the learning continuum” of military education is particularly interesting. We know that there are certain “habits of mind” that exist for all military education programs. In fact, the new DoDI provides a “laundry list” of areas that all graduates should be proficient in upon graduation at their respective echelons:

**Military Education (ME) programs instill essential professional knowledge, skills, and abilities in Service members and DoD civilian employees. These programs will provide content, impart habits of mind, and establish and assess proficiency essential to the profession of arms. Military Education (ME) graduates should at**

**least be proficient in strategic thinking, critical thinking, creative thinking, communicating, problem-framing, problem-solving, decision-making, and leadership.**

- **Strategic Thinking** is not about thinking at the strategic level – it’s about thinking “two levels up” and thinking broadly in time and space as well as understanding systems.
- **Critical Thinking** is examining a problem in depth from multiple points of view. It involves determining whether adequate justification exists to accept conclusions as true based on a given inference or argument.
- **Creative Thinking** is developing new ideas and approaches of value – using adaptive and innovative approaches developed from imagination, insight, and novel ideas.
- **Communicating** includes proficiency in written communications, oral communications, and in communicating ideas graphically. Communications should be concise, correct, clear, and convey ideas convincingly.
- **Problem-framing** involves understanding the current state, the desired state, and then communication the obstacles impeding progress towards achieving the desired state.
- **Problem-solving** is an analytical approach to defining a problem, developing possible solutions to solve the problem, arriving at the best solution, developing a plan, and implementing that plan to solve the problem.
- **Decision-making** is the process of making assessments, considering the desirability of choices available, and then selecting a choice for implementation.
- **Leadership** is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

These eight concepts are the “cross-cutting” skills required for all our graduates. They embody the “habits of mind” that we include in all our programs and courses. 🙌

**Educate for Victory!**



## Command and General Staff School

# Building resilient and ready field grade officers



**Col. Tommy Cardone**  
Director, CGSS

by Col. Tommy Cardone, CGSS Director and  
Lt. Col. James Cook, CGSS Director of Academic Operations

THE STUDENT-OFFICERS IN THE CGSS AY23 CLASS SUCCESSFULLY NAVIGATED THE ACADEMIC AND PROFESSIONAL RIGORS OF THE COMMON CORE CURRICULUM AND COMPLETED THE ADVANCED OPERATIONS COURSE (AOC) AT THE END OF MARCH. The electives term officially began April 5 and many students have already begun preparations for their next duty assignments serving as the newest crop of credentialed field grade officers. The student-officers have not only been busy in the classroom at Fort Leavenworth, but also abroad in international program exchanges with the UK, France, Germany, Australia and Brazil.

During AOC, a cohort of French students traveled on Fort Leavenworth to participate in Exercise Cavignal alongside resident CGSS students. CGSS also hosted an exchange with UK students for exercise Eagle Owl. This year marks the first time CGSS incorporated students from the U.S. Army Sergeants Major Academy. During exercise Eagle Owl four highly talented non-commissioned officers were selected to participate as planners injecting the NCO experience and perspective and filling essential roles throughout the spectrum of the Military Decision Making Process (MDMP).

In addition to curriculum activities, the faculty have also been working through changes in classroom technology. Army University, alongside the Vice Provost for Learning Systems (VPLS), has embarked on a phased approach for updating the classrooms to maintain viable technology for curriculum delivery. Immediate changes include the Bring Your Own Device (BYOD) concept, where both students and faculty will no longer rely on outdated classroom systems and can use their own laptops on the building Wi-Fi architecture. Future modernization plans include the replacement of the existing digital displays, among other initiatives.

Another new addition to CGSS this academic year is the CGSC Surgeon Cell, led by Maj. Amanda Laska. The Surgeon Cell includes a Behavioral Health Team and a sick call capability and is also responsible for integrating capacities within the Holistic Health and Fitness (H2F) Program and serving as a pre-screening agency to streamline

the student-officer medical in-processing timeline. These capabilities that have increased the readiness of our student-officer population, relieved workload on the post clinic, and decreased the amount of classroom time missed due to medical appointments outside of the Lewis and Clark building.

In addition to student-officers, CGSS and Army University reaches spouses through the Spouse Development Course that runs concurrently with CGSOC throughout the year. In the fall, CGSS hosted the third annual Spouse Panel with overwhelming success. The Spouse Panel, comprised



PHOTO COURTESY ARMY PUBLIC AFFAIRS  
The Command and General Staff School conducted the 26th iteration of Exercise Eagle Owl, the bi-annual staff combined planning exercise at Fort Leavenworth, Kansas, Feb. 10-23, 2023. 350 officers attending CGSOC and 124 officers attending the UK's Land Command and Staff Course participated.

of volunteer spouses of field grade officers of CGSS faculty, share their experiences across a variety of topics including: 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. CGSS and the CGSC Foundation will once again host the end of year social event before graduation to bring together

all the spouses into groups organized by their next duty location to get an early start on building their network.

CGSS faculty are extremely busy, as always, broadening the scope of their academic work and honing their skills through a variety of engagements. In February, Dr. Mark Wilcox and Lt. Col. Merrill Walker of the Department of Joint Interagency Multinational Operations, along with Dr. Sean Kalic from the Department of Military History, participated in the Kansas City Library's "Conflict in Crisis" series on "Russia, Ukraine, and a Vexed U.S." Also in February Department of Sustainment and Force Modernization leadership met with the U.S. Army Adjutant General Brig. Gen. Michael Johnson to discuss data literacy and talent management among field grade officers.

CGSS is looking forward to this graduating class's commencement in June 2023 and sending our students back out into the force to help maintain and build readiness throughout the Army and joint force. As always, the faculty will use the summer semester to reset and update doctrinal changes in the curriculum and start receiving early arrivals for next year's classes. 🇺🇸



School of Advanced Military Studies

# The Nexus of Education and Application



PHOTOS COURTESY ARMYUFAO

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

Col. Andy Morgado  
Director, SAMS

IN DECEMBER 1982, THE U.S. ARMY TRAINING AND DOCTRINE COMMAND DIRECTED THE CREATION OF THE SCHOOL OF ADVANCED MILITARY STUDIES (SAMS) to provide a select group of officers an additional year of study following CGSC. Its purpose was to provide officers an opportunity to study the changing complexity of warfare and provide the Army an intellectual edge against its adversaries. Adjusting to the realities provided by the Vietnam War, the Arab-Israeli War of 1973, the All-Volunteer force, and the adoption of Air-Land Battle, Army leaders sought a means to make sense of the changing dynamics of warfare. Now 40 years later, current conditions prompt a review for relevancy and adaptation. It is no different here at SAMS as we assess the of warfare, and determine what we must start, stop, and or change to ensure we can deliver on our mandate – to produce skilled practitioners of doctrine and operational art. All of our programs continue to adapt and anticipate change.

In the **Advanced Military Studies Program (AMSP)**, each of our courses in Theory, Design and Systems Thinking, Futures, and Reflection on Warfare interweave intellectual analysis and practical application. Given the increasing complexity of our operating environment, our graduates must have a breadth and depth of knowledge and experience to grapple with wicked problems. In a recent town hall, the Combined Arms Center commander noted that we can no longer subscribe to the common adage of “train for certainty and educate for uncertainty.” We emphasize the four pillars of our program – theory, history, doctrine, and application – throughout every course and exercise. In order to provide our students greater exposure to current problems, we synchronized our exercises to coincide with support to real-world planning efforts with Security Assistance Group – Ukraine, 21st Theater Sustainment Command, I Corps, and III Corps for our students to earn exercise credit while working on real problems. We also sent AMSP students to an exercise at the French Ecole de Guerre to gain insights on NATO planning processes. In each case, our graduates relied on our academic preparation and created practical tools to face the operational challenges of today and tomorrow.

The **Advanced Strategic Leadership Studies Program (ASLSP)**, two years younger than AMSP, is a case study in

adaptation to Army needs and the changing characteristics of warfare. Originally conceived as a mechanism to solely educate future seminar leaders at AMSP, today it educates strategic leaders with a global perspective ready to take on our Joint forces’ most difficult challenges. ASLSP now consists of multi-component U.S. Army officers, sister services, international officers and interagency partners. The class composition, strategy-focused curriculum and combatant command oriented field studies attest to the evolution of how and where we fight. Half the class, nearly all centrally selected for follow on command, stay

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*...at the very core of our existence is the imperative to create graduates ready for the needs of today while intellectually-equipped to deal with the unknown problems of tomorrow.*

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on to serve as seminar leaders while the remaining graduates go on to immediate command or serve at operational or strategic level headquarters. Over a year of study, students visit each combatant command where our students come to appreciate the regional perspectives of each

command and their unique approaches to addressing their operational challenges. Combatant command and service component headquarters also leverage the course visits to partnered nations to observe and engage regional actors. This year we completed engagements in Finland, Latvia, Germany, Belgium, and Indonesia. Both the student-officers and the participating combatant commands benefit from the exchange of perspectives and live interplay with real and pressing issues.

The **Advanced Strategic Planning and Policy program (ASP3)** is the newest program. Created in 2012 at the initiative of Chief of Staff of the Army Gen. Raymond Odierno. The program selects high performing majors and lieutenant colonels and develops them through a combination of practical experience, senior-level professional military education at SAMS, and a doctoral degree from a top American or foreign university in a field of study related to strategy. The intent is to produce for the Army broadly networked senior leaders with strategic acumen, skills, and credentials. Officers remain in ASP3 for nine years. During this period, they complete their doctorate, command, and serve general and flag rank officers in a variety of institutional and operational strategy assignments. Most will serve in positions which relate to their field of study or dissertation topic and in which they can apply their deep, broad knowledge and field-specific methodologies. The selection rates for command, war college attendance,

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## Sergeants Major Academy

# Class 73: A year of accomplishments

by *Command Sgt. Maj. Jason Schmidt*  
*Commandant, NCO Leadership Center of Excellence*  
*and the Sergeants Major Academy*

SERGEANTS MAJOR ACADEMY (SGM-A) CLASS 73 BEGAN ITS ACADEMIC JOURNEY IN AUGUST 2022. DURING THAT TIME THE CLASS REVIVED AND REINVENTED SEVERAL TRADITIONS, created others and pursued a rigorous academic schedule that included team building, prominent guest speakers, and multiple social activities in the classroom and in the community.

Class 73 consists of 523 students. The class motto is “Motivate and Serve!” and from the beginning they lived up to that. One tradition they brought back was volunteering in the Fort Bliss and El Paso community. Class 73 volunteers could be found at any time and in any place, working in food banks, providing crossing guard support at local schools, and providing volunteer services to the NCO Leadership Center of Excellence (NCOLECoE). During the Halloween Trunk or Treat event – another revived tradition – Class 73 distributed more than 1,500 pounds of candy to the Fort Bliss community. During the fall blood drive, Class 73 donated more than 200 units of blood, so much so that the blood drive had to close due to lack of supplies. Volunteer service was combined with a competitive spirit, and different groups participated in potluck meals and “Cupcake Wars.” The educational experience at SGM-A combined service and competition, but the academic experience was rigorous and tough from the start.

Physical conditioning plays a major role in NCO education and the SGM-A is no different. As part of community building, students participated in several installation-wide competitions and won several Commander’s Cup events and placed well in others. The new Army Combat Fitness Test (AFCT) was given diagnostically in September and for record in October with Marine 1st Sgt. Crispiniano Curiel becoming the first student to achieve a perfect score. In addition, throughout the academic year monthly challenges were presented to the students, including a 9.11-mile run in honor of the victims of the 9/11 attacks.

Physical conditioning was not the only extracurricular activity. Class 73 hosted several distinguished speakers, including the Senior Enlisted Advisor to the Chairman of the Joint Chiefs (SEAC) Ramón Colon-Lopez, SEAC (Ret.) John Troxell, Master Chief Petty Officer of the Coast Guard Heath Jones, Gen. Gary Brito and Command Sgt. Maj. Daniel Hendrex from TRADOC, and the Marine Corps University’s Command Sgt. Maj. Steven McDonald. Students were also given a brief on the Sergeant Major of the Army’s initiatives.

In the new year during Proponents Week (formerly Branch

**Command Sgt. Maj. Jason Schmidt**  
Commandant, NCOLECoE/SGM-A



PHOTO COURTESY SGM-A HISTORIAN



PHOTO COURTESY NCOLECOE

TRADOC Command Sgt. Maj. Daniel Hendrex addresses Sergeants Major Course Class 73 on March 2, 2023 at Fort Bliss, Texas.

Week), representatives from all the Career Management Fields (CMFs) and various Centers of Excellence met with Class 73. Looking to increase educational excellence across the board, Class 73 met with the Army Talent Management Task Force Sergeants Major Assessment Program manager and became the Pilot for starting the assessments. Part of that broadening included student participation in Operation Eagle Owl alongside the Commandant, Command Sgt. Maj. Jason Schmidt, former British Sergeant Major of the Army Gavin, and student-officers from the Command and General Staff College.

As a demonstration of the academic excellence of the Academy, Class 73 was the first class to qualify for a Certificate of Leadership and Workforce Development (LWD) if they completed all academic work and did not otherwise qualify for a Bachelor’s -LWD.

Bringing back tradition was a goal of class 73 and they reinstated the country briefings from the international students, the previously mentioned Halloween Trunk or Treat, and the Winter Holiday Celebration and Tree Lighting. In April the SGM-A Formal was conducted for the first time since pre-COVID. In February, Director of the Academy Command Sgt. Maj. Michael Arceneaux announced his departure, and he was replaced by Command Sgt. Maj. Caesar Llanez. We welcome him and his lovely bride, Diana, to the team.

Class 73, the first class completely back after the pandemic, sought to maintain academic and physical excellence while bringing back the traditions of the Sergeants Major Academy. They did so admirably and in true NCO fashion. 🙌



## Department of Distance Education

# Who loses when students cut corners?

by Col. Eric P. Samaritoni  
Director of the Department of Distance Education

EDUCATIONAL INSTITUTIONS, MOST EMPLOYERS, AND AMERICAN SOCIETY ALL FROWN UPON CUTTING ACADEMIC CORNERS, AKA CHEATING. However, there is a growing industry that not only provides cheating and plagiarism services, but social media platforms and today's "influencers" are promoting them at an alarming rate. There is considerable evidence that this behavior is seeping into some professional military education (PME) courses as well. The real question that needs to be asked is, "what damage is done when a student pays for or receives someone else's work, or when a past student provides answers to a current student?"

First, there is the explosion of ChatGPT (Generative Pre-trained Transformer), and similar Artificial Intelligence (AI) programs designed to answer prompts. ChatGPT created a lot of news last November when OpenAI launched a program that provided human-sounding responses to a general prompt. The academic community around the world has begun asking questions about what affect this will have on the learning environment. There are ways to quickly determine whether a paper is written by AI, but it is important to note that the program learns and will improve its ability to write in human style, thus avoiding detection. That future arrived on March 14, 2023, as GPT-4 was launched, improving the program's ability to not only write based on prompts but improving its image recognition capabilities.

Second, there are countless websites filled with past examinations, quizzes, test prompts, and whole papers and essays searchable by institution and course. The Command and General Staff College has not been immune to a previous year's materials ending up on these types of websites. While some sites have collections of previously used multiple-choice and short-answer exams, others provide ready-made submissions from current or previous students. There are also sites that lure people to their

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and promotion to colonel exceeds Army averages by a substantial margin. They provide strategic leaders with an unequaled resource for grappling with the strategic opportunities and challenges facing the nation today.

Common to all programs and residing at the very core of our existence is the imperative to create graduates ready for the needs of today while intellectually-equipped to deal with the unknown problems of tomorrow. Whether engaging in a classroom, conducting a wargame simulation, or leading an operations planning team, we demand the same intellectual



Col. Eric P. Samaritoni  
Director, DDE

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platform through their tutoring aspect, which leads to my third consideration.

By being labeled as "tutors," some of these websites pay supporters for their contributions. "Tutors" can make money depending on number of questions answered, subject category, question difficulty, answer quality, and other factors.

So what's the real damage to Army students and their organizations? There is no single answer to this question but here are some potential implications. Use of these websites and AI programs can lead to a decline in creative thinking, as students no longer work through the assigned problems. Critical thinking skills also decline and potentially vanish, as students simply copy and paste information into a document and submit it as their own work. Knowledge and skills needed for planning and troop leading are lost to others' work and thoughts. Finally, trust is eroded in the student, the organization, and in some instances, the institution.

The Army prides itself on creative and critical thinking skills. This is achieved through rigorous academic experiences in the PME opportunities officers and enlisted Soldiers complete during their careers. When students cut corners in our classrooms, they aren't missing out on a section of algebra or social studies, they're missing lessons than can be critical to leading Soldiers into battle.

There will be an erosion of trust between units, Soldiers, and the PME institutions if the Army allows academic misconduct to spread like is currently happening on university campuses around the country. Leaders should remind Soldiers who are beginning a PME opportunity that while society is becoming more passive in enforcing academic conduct, the Army is not. Students of the Army's PME system must remember they are building knowledge and warfighting skills that will be put into action with the sons, daughters of the nation under their watch. 🇺🇸

rigor and an appreciation of the warfighter's problems.

With a recent trip to the 3rd Infantry Division and upcoming visits to V Corps and CASCOM, we are actively engaging in a dialogue with the operational Army and training base to engage in dialogue, to teach and to learn, and activate the SAMS network as we continue to maintain relevance and readiness for our Army. Join us! 🇺🇸

**Mens est Clavis Victoriae –  
the Mind is the Key to Victory!**



## CGSOC-CC via The Army School System (TASS)

# 97th Training Brigade, U.S. Army Reserve

by Col. Michelle M. Avolio  
Commander, 97th Training Brigade

Col. Michelle M. Avolio  
Commander, 97th Tng Bde



PHOTO COURTESY 97TH TNG BDE

THE 97TH TRAINING BRIGADE IS A U.S. ARMY RESERVE FORMATION HEADQUARTERED IN FORT SHERIDAN, ILLINOIS, NESTLED IN A NORTHERN SUBURB OF CHICAGO. The brigade mission is to conduct year-round instruction of phases one through three of the Command and General Staff Officers Course core curriculum (CGSOC-CC), at varying locations throughout the United States, to prepare Army field grade officers in all components (active, Guard, Reserve) to assume general staff and leadership positions, while building Soldier and staff competency. This is done through the efforts of more than 300 instructors assigned to three battalions in the brigade. Like many training units in the U.S. Army Reserve, the battalions are spread around the country, with 11-95th Battalion located in Kansas City, Missouri, 11-108th Battalion located in Concord, North Carolina, and 10-80th Battalion located in Owings Mill, Maryland

Unlike the resident and satellite CGSOC courses, a student progresses through CGSOC curriculum with 97th Training Brigade through three phases. Phases I and III are a two-week annual training event for the student in one of three locations – California, Wisconsin or New Jersey.

Phase II is eight months in duration with a unique operating environment when you consider CGSOC taught from Fort Leavenworth as a resident course. The battalions facilitate the phase II instruction on weekends with teams located in more than 30 states. Each state team consists of five to 15 instructors based on recruiting, led by one lieutenant colonel as the state’s area coordinator. In the traditional sense, these teams could be considered companies with a different rank structure. With a class size of 16 students, a portion of the instructors on the state team will provide instruction in a physical location and a portion will provide instruction virtually, a modality the brigade offers for remote students. The Virginia state team is a great example. Based in Fort Belvoir the instructors on this team are split into four instructional groups – two groups teach phase II in-person to two different classes on a facility at Belvoir and two teach phase II virtually to two different classes. To be fully qualified and educationally complete, any student that attends phases I-III with 97th Brigade must then complete AOC (Advanced Operations Course) offered

virtually by the Department of Distance Education out of Fort Leavenworth.

The student base for CGSOC as offered by 97th Brigade is predominantly from the U.S. Army National Guard and the U.S. Army Reserve, however, seats are available for active duty officers and nearly all classes find themselves with at least one active-duty officer. This makes a great learning environment and provides students exposure to the total U.S. Army. In this setting, the instructors must be optimally trained to meet the demands of teaching the U.S. Army’s future strategic leaders. Requirements for instructors include: a master’s degree, rank of lieutenant colonel, completion of a key developmental position as a major or lieutenant colonel, and “Military Education Level 4” (MEL-4) certification (MEL 4 certification means the officer has completed CGSOC or one of the similar sister service staff college courses). The instructors will attend a faculty development course upon selection as an instructor with a six-month internship and then begin a series of different courses to enhance instruction – Force Management, Military History, Distance Learning Instructor Course, and other classes – to update instructors on changes to doctrine, theories, etc. The battalions also enroll each instructor into the basic Army Instructor Badge program to progress towards that achievement.

The 97th Brigade and the three battalions execute this CGSOC mission with only seventeen full-time staff while maintaining all the requirements expected of a U.S. Army Reserve unit. The brigade and its battalions have approximately 120 traditional troop program unit (TPU) officer and enlisted Soldiers in support staff positions. These staffs meet for their training monthly and are separately located from the state team sites. It is through dedication and diligence that the Soldiers of 97th Brigade, both instructors and support staff, execute the CGSOC mission nearly 230 days of the year. 🇺🇸

*(Editor’s Note: CGSOC instruction in TASS also includes the 4960th Multi-Functional Training Brigade which teaches CGSOC at Fort Schafter, Hawaii, to officers stationed in Hawaii and the 7th ILE Detachment which teaches CGSOC in Grafenwoehr, Germany for officers stationed in Europe.)*

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...a student progresses through CGSOC curriculum with 97th Training Brigade through three phases. Phases I and III are a two-week annual training event ...  
Phase II is eight months...on weekends

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# Information Advantage Scholars Program Leading in the information dimension

by Col. Dan Crawford

*Information Advantage Scholars Military Faculty*



Academic Year 2023 Information Advantage Scholars group photo, March 8, 2023, with Information Advantage Scholars Program Professor Peter Im (back row, 4th from left) and Col Dan Crawford (back row, far right).

AS THE STUDENTS OF THE COMMAND AND GENERAL STAFF OFFICERS COURSE (CGSOC) MAKE THEIR TRANSITION FROM TACTICAL TO ORGANIZATIONAL LEADERS, A SELECT GROUP OF 12 INFORMATION ADVANTAGE (IA) SCHOLARS ARE LEARNING WHAT IT TAKES TO LEAD IN THE INFORMATION DIMENSION.

Over the past five months, IA scholars studied information doctrine and leading authors, engaged senior leaders and IA practitioners, and visited units and organizations that operate and fight in the Information Dimension. From these visits, five areas of leadership emphasis appeared: Data Literacy, Talent Management, Modernization, Innovation, and Command Narrative.

Perhaps the most discussed leadership challenge is data-literacy. Data is an essential element of new technologies, warfighting concepts, and is at the center of existing and future combat systems. Being data-literate enables leaders to think critically, ask the right questions based on existing data, apply algorithms to applicable environments, and assess the validity of the recommendations or solutions presented by these systems. Exposure and practice in statistics and concepts like linear regression, classification, and clustering are essential to understanding the foundations of emerging technologies.

Talent Management of those in the information community was a common concern among senior leaders, educators, and corporations. The traditional challenge of retaining low-density specialties, such as cyber, signal, and intelligence were discussed, but leaders especially focused on the identification and development of broader skillsets critical to achieving Information Advantage. Communications, marketing, and psychology underpin the integration of technology and its effects. Soldiers with an entrepreneurial mindset and those steeped in design thinking are valued for their ability to maximize effects in the information dimension. Future Information Advantage organizations must possess diverse skillsets, beyond the traditional technical branches, in order to enable leaders to fully operate in the physical, virtual, and cognitive domains.

This year's IA Scholars analyzed the Army's modernization of the Information Advantage force structure with units such as the G39, Theater Information Advantage Divisions

(TIAD), and the Multi-Domain Task Forces (MDTFs). Leaders emphasized the existing tensions between the need for immediate actionable forces and the desire to build sustainable formations backed by doctrine and manning authorizations. They stressed finding new ways to think about how to achieve and improve advantages in decision-making, such as discovering lessons from the past and applying them in new ways against problems in the Information Dimension.

Unlike modernization, which keeps the Army competitive, the IA Scholars were exposed to innovation efforts. Their visits to Fort Gordon, Fort Bragg, T-Mobile, University of Missouri Kansas City (UMKC), and the University of Kansas (KU) highlighted that commanders must take an active role in directing innovation to solve priority problems, create opportunities, and empower leaders. The scholars saw organizations that emphasized innovative practices to improve and speed decision-making. They met with staffs who have adapted processes to leverage information sources in ways that change the direction and tempo of modern warfare.

Finally, leaders emphasized the importance of Command Narrative. Command Narratives address the 'why' of organizations and serve to support operations. These narratives must be coherent and aligned across three distinct audiences: Your internal unit, the American public, and your operational environment. A powerful narrative requires a deliberate effort to develop and communicate the organization's story in a language, style, and method understandable to an audience, while ensuring the organization's behaviors and actions are aligned with that narrative. Leaders who deliberately plan for establishing a narrative across these audiences help to gain and maintain initiative in the information dimension.

The 2023 IA Scholar Cohort will take these lessons and lead the integration of Information Advantage as a critical concept in operational planning. Combined with their year-long research efforts in information related disciplines, they are poised to advance the practices in the information dimension and to meet the challenges of operating in this Joint Domain. 🇺🇸



## Women and Leadership

# Women and Leadership Program endorsed by CAC

by Michelle Garcia

Assistant Professor, Department of Command and Leadership  
Program Coordinator, Women and Leadership

**Michelle Garcia**  
Program Coordinator



PHOTO COURTESY MICHELLE GARCIA



Members of the CGSC Women and Leadership program (W&L) gathered on March 7, 2023 to celebrate International Women's Day on March 8, and reconnect after a break during the winter months. They rallied together at the 6888th Postal Battalion memorial near the Lewis and Clark Center on Fort Leavenworth. From left: CGSC Foundation Director of Operations Lora Morgan, Lt. Col. Audrey Woo, Heather Karambelas, Dr. Lisa Babin, Maj. Judith Osike, W&L Program Coordinator Ms. Michelle Garcia, Maj. G'Nelle Franklin, and Maj. Elizabeth Hall.

THIS SPRING WE CONCLUDE THE FOURTH AND ONE OF THE MOST ACTIVE YEARS OF THE WOMEN AND LEADERSHIP PROGRAM AT THE COMMAND AND GENERAL STAFF COLLEGE. Following the huge success of our welcoming event at the Frontier Army Museum, the CGSC Foundation, with the support of Susan Jennaway and the First Command Team, hosted five other events throughout the year. Three were social networking events and two were “lunch-and-learn” events. The social events provided the students access to women on the staff and faculty of CGSC and Army University and the opportunity to interact with women not in a student's specific staff group. The W&L Program provided the educational events in response to areas students identified early in the year. The students asked for information on financial management and support for family-life balance, especially with kids. While most events were conducted on Fort Leavenworth to facilitate the students' busy schedule, the program hosted two off-post events in the fall.

This Combined Arms Center (CAC) recently published CAC Command Policy 20, “Female Mentoring and Morale Program.” This program is led by Brig. Gen. Katherine

Trombly, Combined Arms Center Deputy Commanding General-Army Reserve, and endorsed by Lt. Gen. Milford H. Beagle, Jr., the CAC commander. This policy represents an endorsement of the value and need for the CGSC Women and Leadership Program and creates the structure and system for other organizations to implement a more formal mentorship and morale program. The CAC Policy and the Women and Leadership Program directly contribute to the ability of CAC and CGSC to implement Objective 1 of DoD's “Women, Peace, and Security Strategic Framework Implementation Plan.” Objective 1 of the plan states: *The Department of Defense exemplifies a diverse organization that allows for women's meaningful participation across the development, management, and employment of the Joint Force.*

The CGSC Foundation will host one final Women and Leadership Program event for academic year 2023 in May/June and is already planning an August event for the women in the academic year 2024 class. Anyone interested in participating in or supporting the Women and Leadership Program can contact Michelle Garcia at: [michelle.m.garcia.civ@army.mil](mailto:michelle.m.garcia.civ@army.mil). 🇺🇸



Read the DoD “Women, Peace, and Security Strategic Framework Implementation Plan” online:

[https://media.defense.gov/2020/Jun/11/2002314428/-1/-1/1/WOMEN\\_PEACE\\_SECURITY\\_STRATEGIC\\_FRAMEWORK\\_IMPLEMENTATION\\_PLAN.PDF](https://media.defense.gov/2020/Jun/11/2002314428/-1/-1/1/WOMEN_PEACE_SECURITY_STRATEGIC_FRAMEWORK_IMPLEMENTATION_PLAN.PDF)

# CGSC inducts two officers into International Hall of Fame

by Harry Sarles, Army University Public Affairs

THE COMMAND AND GENERAL STAFF COLLEGE INDUCTED LEADERS FROM THE CZECH REPUBLIC AND ROMANIA INTO ITS INTERNATIONAL HALL OF FAME AT THE LEWIS AND CLARK CENTER ON FORT LEAVENWORTH APRIL 11, 2023.

The inductees were Lt. Gen. Josef Kopecký, Czech Republic, Commander of the Joint Operations Command, Czech Republic Land Forces, CGSOC Class of 2002 and Lt. Gen. Iulian Berdilă, Romania, Chief of Land Forces Staff, CGSOC Class of 2004. Following this induction, the International Hall of Fame consists of 296 leaders from 80 nations. More than 8,400 international officers from 166 countries have graduated from the college since the first international officer attended in 1894.

Commander of the Combined Arms Center and Fort Leavenworth and Commandant of the Command and General Staff College, Lt. Gen. Milford Beagle, Jr., hosted the ceremony.

“Our International Hall of Fame inductees represent the absolute pinnacle of personal and professional achievement as senior military officers,” he said. “It is timely and valuable that our EUCOM [European Command] partner international military students will bear personal witness to this special recognition of these distinguished graduates,” said Beagle.

Lt. Gen. Josef Kopecký, Command and General Staff Officers Course Class of 2002, became Commander of the Joint Operations Command Jan. 1, 2020. Prior to that he served as Commander of Land Forces. Kopecký is the first International Hall of Fame inductee from the Czech Republic.

Lt. Gen. Iulian Berdilă, Command and General Staff Officers Course Class of 2004, School of Advanced Military Studies Class of 2005, became Chief of the Romanian Land Forces Staff in March 2020.

International military student participation in the United States originated at Fort Leavenworth with the arrival of Swiss Lieutenant Henri Le Comte in 1894.

The CGSC International Hall of Fame was established by the college, the Greater Kansas City Chapter of the Military Order of the World Wars and the CGSC Foundation in 1973. Fifteen International Hall of Fame members have gone on to be heads of state or heads of government in their countries.

In addition to being inducted into the Hall of Fame, CGSC Foundation Chairman Brig. Gen. (Ret.) Bryan W. Wampler presented each inductee with an eagle statuette signifying their appointments as life constituents of the CGSC Foundation. 🦅



The Command and General Staff College inducted leaders from the Czech Republic and Romania into its International Hall of Fame at the Lewis and Clark Center on Fort Leavenworth April 11, 2023. Inductees are: Lt. Gen. Josef Kopecký, Czech Republic, Commander of the Joint Operations Command, Czech Republic Land Forces and Lt. Gen. Iulian Berdilă, Romania, Chief of Land Forces Staff.

PHOTOS BY DAN NEAL/ARMYU PUBLIC AFFAIRS



CGSC Commandant Lt. Gen. Milford Beagle, Jr., right, presents Lt. Gen. Josef Kopecký, Czech Republic, Commander of the Joint Operations Command, Czech Republic Land Forces, with a certificate signifying his induction into the CGSC International Hall of Fame during the ceremony in the Lewis and Clark Center April 11, 2023.



CGSC Foundation Chairman Brig. Gen. (Ret.) Bryan W. Wampler, right, presents Lt. Gen. Iulian Berdila, Romania, Chief of Land Forces Staff, with an eagle statuette signifying his appointment as a life constituent of the CGSC Foundation during the International Hall of Fame induction ceremony April 11, 2023, at the Lewis and Clark Center, Fort Leavenworth, Kansas.



For more photos and the full video read the full story online:

<https://www.cgscfoundation.org/cgsc-international-hall-of-fame-230411>



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# Foundation, College host National Security Roundtable

by Mark H. Wiggins, Managing Editor

Civilian business and community leaders from around the country participated in the U.S. Army Command and General Staff College (CGSC) National Security Roundtable (NSRT) from April 17-20, 2023. The theme for this NSRT was "Intellectual Overmatch in Great Power Competition."

The first day of the NSRT was a travel day, with some voluntary activities offered to participants. They had choices including tours of Fort Leavenworth and the Lewis and Clark Center, military history lectures, or war gaming exercises. The day ended with the Commandant's Reception hosted by the CGSC Commandant Lt. Gen. Milford H. Beagle, Jr., and the CGSC Foundation.

On April 18-19, 2023, NSRT activities were primarily conducted in Marshall Auditorium of the Lewis and Clark Center. The NSRT kicked off with welcome remarks by CGSC Foundation President/CEO Rod Cox and CGSC Commandant Lt. Gen. Milford H. Beagle, Jr. After the opening statements, each participant and their military student escorts stood and introduced themselves to the group.

CGSC Dean of Academics Dr. Jack Kem provided a presentation on "Intellectual Overmatch in Great Power Competition" to provide the participants with an understanding of the basic concepts of the theme and how the students at CGSC fit into the larger picture of national security.

After Kem's presentation, the Command and General Staff School's (CGSS) Department of Joint, Interagency and Multinational Operations led a panel presentation on "Operational Design" that gave participants insights on the planning processes used by the Army and the other services. Additionally, the Combat Studies

Institute led participants through a virtual staff ride of the Battle of Chip'yang-ni in the Korean War.

During the evening all the participants gathered at the Frontier Conference Center for a dinner and presentation by Dr. Richard S. Faulkner, CGSC professor of military history, who provided a presentation on World War I.

On the third day, the participants spent the morning in the classrooms of their student escorts to gain a closer understanding of a typical classroom environment and the topics the students cover. After the classroom

visits, participants met back in Marshall Auditorium for a lunchtime discussion with CGSC Deputy Commandant Brig. Gen. David C. Foley and Dean of Academics Dr. Jack D. Kem.

In the afternoon students and faculty from the CGSC School of Advanced Military Studies led a panel presentation entitled "Achieving Convergence."

After the panel presentation Foley and Kem closed out the day with some final thoughts and questions from the group. The graduation ceremony was conducted immediately after, followed by a reception.

## April 2023 NSRT Participants

- Ms. Jennifer Anders, President/CEO, Leavenworth/Lansing Area, Chamber of Commerce
- Mr. Tom Bastron, Regional Director of Operations, IHG Army Hotels
- Mr. Richard Bierman, Chief Legal Officer, GEHA
- Dr. Thomas Black, Ophthalmologist (Retired)
- Ms. Carla Cannonito, Commercial Director, IHG Army Hotels
- Mr. Benjamin Coleman, Senior VP, Commerce Bank
- Mr. Norman Craig, Insurance/Wealth Consultant, Prevail Innovative Wealth Strategies
- Mr. Charles Fernandez, Executive Chairman & CEO, NextPlat
- Mr. Steve Harmon, Partner, Centriq
- Dr. Adreain Henry, President, Mercy College of Health Sciences
- Mr. August Huber, Retired Board Chairman, A.L. Huber
- Ms. Jody Kaaz, President, Julius Kaaz Construction
- Dr. Jeffrey Kramer, Cardiothoracic Surgeon, University of Kansas Health System
- Mr. Tony Kramer, Tax Manager, Hood & Associates CPAs
- Mr. Christopher Leonard, Author, Simon & Shuster
- Lt. Col. (Ret.) Mark McMahon, Executive Board Member, Friends In Service of Heroes
- Mr. David Mehrer, VP, Financial Advisor, Ameriprise Financial Services, LLC
- Mr. John F. Miller, Sr., President/CEO, Storsafe
- Mr. Scott Naumann, Alderman, City of Bettendorf, Iowa
- Mr. Dave Seitter, Partner, Spencer Fane LLP
- Mr. Kenneth Selzer, Former Kansas Insurance Commissioner
- Mr. John Wagner, Retired CEO, Wagner Logistics
- Mr. Larry Zimpleman, Chairman & CEO Retired, Principal Financial Group



Read the full story online and see more photos:

<https://www.cgscfoundation.org/foundation-college-host-spring-2023-national-security-roundtable>

PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS



PHOTOS BY MARK H. WIGGINS



NSRT participant Christopher Leonard, an author with publisher Simon & Shuster, converses with his CGSC student escort Maj. Eric Curry during a break in the program. Student escorts are a vital part of the NSRT program to ensure the guests have a personal connection and understanding. Likewise, the guests typically have perspectives that can positively influence the students.



Dr. Adreian Henry, president of Mercy College of Health Sciences (third from left), receives his NSRT certificate of completion from CGSC Deputy Commandant Brig. Gen. David C. Foley. All NSRT guests receive a certificate, along with a group photo and individual photo upon completion of the program. They also receive information about how to stay involved with the Foundation and the College as NSRT alumni. From left: Army University Command Sgt. Maj. Jason C. Porras, CGSC Dean of Academics Dr. Jack D. Kem, Henry, Foley, CGSC student escort Maj. Brian Warner, and CGSC Foundation Chairman Brig. Gen. (Ret.) Bryan Wampler.



CGSC Commandant Lt. Gen. Milford H. Beagle, Jr., provides an introduction to NSRT guests on April 18, 2023, in the Marshall Auditorium of the Lewis and Clark Center on Fort Leavenworth.



On the second day of the NSRT students and faculty from the CGSC School of Advanced Military Studies led a panel presentation entitled "Achieving Convergence." From left, Maj. Zach Wagner, Maj. Molly Mcintyre, Maj. Duncan Moore and Dr. Jim Greer.



The U.S. Army Command and General Staff School  
and the CGSC Foundation's Simons Center present the

## InterAgency Brown-Bag Lecture Series

# AY23 Brown-Bag Lecture Series concludes

by Mark H. Wiggins, Managing Editor

Since the last edition of the *Foundation News* the CGSC Foundation and its Simons Center have conducted three InterAgency Brown-Bag lectures.

On Nov. 15 2022, Terry D. Mobley, Diplomacy Chair, U.S. Army Command and General Staff College, led a discussion about the U.S. Department of State. He also discussed the career path of a Foreign Service Officer and their various duties and duty stations.

Mobley is a career Foreign Service Officer and has served with the U.S. Department of State for 20 years. He assumed the duties of the Diplomacy Chair at CGSC in 2021.

Dr. Mark Sorensen, the CGSC Distinguished Chair for Development Studies, led a discussion about the U.S. Agency for International Development (USAID) on Dec. 13, 2022. Sorensen described how USAID leads America's development assistance abroad and how USAID coordinates with defense professionals.

Sorensen began his discussion with an overview of USAID's history and mission and what specific U.S. security objectives he witnessed in his own experience and assignments around the world. Throughout his discussion, he stressed how U.S. aid to other countries was focused more on capacity building, or helping a country create and foster the ability to help itself, versus providing short-term direct aid for immediate problems. He also discussed the relationship of

USAID to DoD in missions abroad. After his presentation he conducted a question and answer session with attendees, including answering questions about how USAID's aid in certain areas of the world compares to others such as China.

Sorensen is an economic and business development specialist with more than 40 years of experience to include almost 20 years with the USAID.

On Jan. 18, 2023, Larry A. Hisle, executive director of the Greater Kansas City Federal Executive Board, led the discussion about the Federal Executive Board's roles and missions and how it serves as a forum for communication, coordination and collaboration among the various federal agencies with offices in the Kansas City metropolitan area.

During his presentation Hisle explained the background of the FEB system and specifically how the Kansas City office conducts its mission through three lines of business – emergency preparedness, security, and employee safety; workforce development; and strategic partnerships. He also explained how the FEB both increases efficiencies and saves taxpayer dollars.

Hisle has served as the executive director of the Greater Kansas City Federal Executive Board since 2013.

The Foundation will publish the InterAgency Brown-bag Lecture schedule for academic year 2024 later this year. 🍷



Department of State, Nov. 15, 2022

PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS



USAID, Dec. 13, 2022

PHOTOS BY MARK H. WIGGINS



Federal Executive Board, Jan. 18, 2023

Read the InterAgency Brown-Bag Lecture stories online for more photos and full videos:



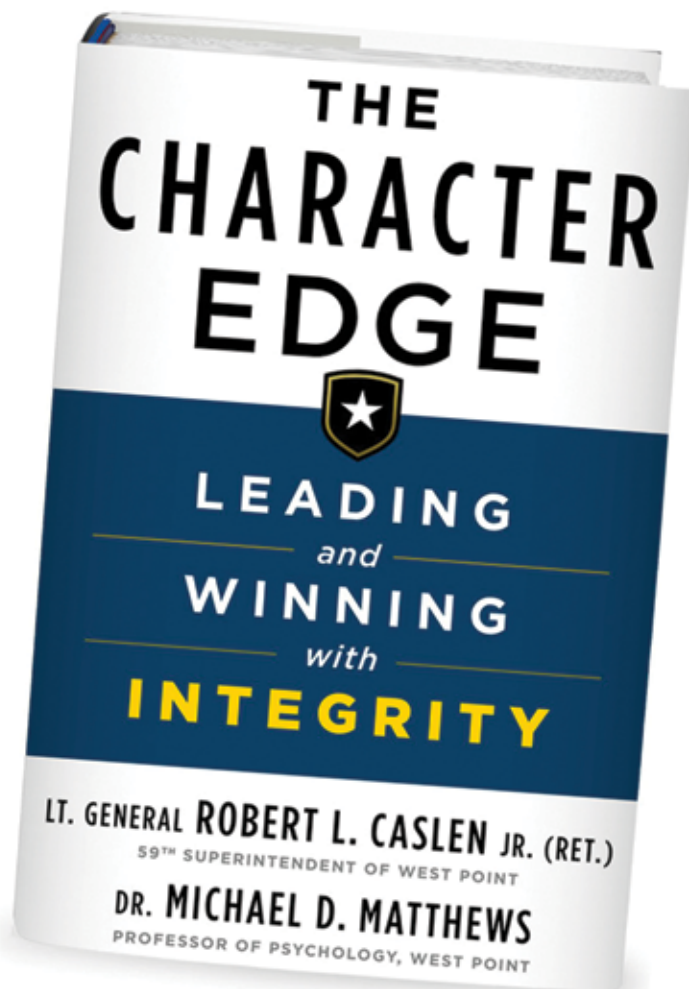
<https://www.cgscfoundation.org/brown-bag-lecture-focuses-on-state-department-221115>

<https://www.cgscfoundation.org/interagency-brown-bag-lecture-focuses-on-usaid-221213>

<https://www.cgscfoundation.org/federal-executive-board-topic-of-interagency-brown-bag-lecture-230118>

# Available on Amazon

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.



## “If you fail in Character, you fail in Leadership”

*“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





# CGSC Military Ethics Symposium

Cohosted by the U.S. Army Command and General Staff College  
and the CGSC Foundation, Inc.



by Mark H. Wiggins, Managing Editor



PHOTOS BY MARK H. WIGGINS

Dr. Shannon E. French, the CGSC Foundation’s General Hugh Shelton Distinguished Visiting Chair of Ethics, provides keynote remarks for the 2023 CGSC Military Ethics Symposium on April 20, 2023, in the Marshall Auditorium of the Lewis and Clark Center on Fort Leavenworth.

THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE AND THE CGSC FOUNDATION COHOSTED THE 2023 CGSC MILITARY ETHICS SYMPOSIUM WHICH WAS CONDUCTED APRIL 20-21, 2023 in Marshall Auditorium of the Lewis and Clark Center on Fort Leavenworth. The CGSC Foundation also provided support to the Combined Arms Center Ethicist Training Conference which occurred in the morning periods of both days.

The theme of the ethics symposium was “Revision or Revival?: Examining Just War Theory in Context of the Ukraine-Russia War and its Implications for Organizational-level Leaders in 21st Century Large-Scale Combat Operations.”

The keynote presenter was the CGSC Foundation’s General Hugh Shelton Distinguished Visiting Chair of Ethics Dr. Shannon E. French, who is also the Inamori Professor in Ethics, director of the Inamori International Center for Ethics and Excellence, and a tenured member of the philosophy department with a secondary appointment in the law school at Case Western Reserve University (CWRU) in Cleveland, Ohio.

Accompanying French from the Inamori International Center for Ethics and Excellence was Dr. Jessica Wolfendale, Professor of Philosophy and senior research associate focused on the ethics of political violence with a focus on torture, terrorism, war, and punishment, and Dr. Jonathan Flint, an Inamori research associate who teaches strategy and military ethics.

The CGSC Foundation has provided the resources and support required for the General Hugh Shelton Distinguished Visiting Chair of Ethics, annual ethics symposia and other ethics-related programs for CGSC since 2009. 🍷



Dr. Jonathan Flint, right, research associate with the Inamori International Center for Ethics and Excellence, provides comments during the first panel of the 2023 CGSC Military Ethics Symposium on April 20, 2023 in the Marshall Auditorium of the Lewis and Clark Center on Fort Leavenworth. Flint presented along with Ms. Kate Kilgore, center, an intelligence analyst in the U.S. Army Training and Doctrine Command (TRADOC) G-2 (Intelligence), and Dr. Chris Marsh, left, associate professor at the Joint Special Operations Master of Arts (JSOMA) program at Fort Bragg, a division of the College of International Security Affairs of the National Defense University.



For more photos and information from the symposium read the full story online:

<https://www.cgscfoundation.org/foundation-cgsc-cohost-2023-cgsc-military-ethics-symposium>





## Arter - Rowland National Security Forum

# ARNSF rolls on

by Mark H. Wiggins, Managing Editor

THE ARTER-ROWLAND NATIONAL SECURITY FORUM (ARNSF) HAS CONTINUED ROLLING ALONG LAST FALL AND INTO THE SPRING WITH MONTHLY EVENTS TOUCHING ON A WIDE RANGE OF TOPICS RELATED TO NATIONAL SECURITY.

Since the last edition of the Foundation News, Simons Center Founder and Director Col. (Ret.) Bob Ulin and the CGSC Foundation have hosted six ARNSF events.

On Nov. 17, 2022, Larry A. Hisle, executive director of the Greater Kansas City Federal Executive Board (FEB), led a discussion on the roles and missions of the Greater Kansas City Federal Executive Board. He outlined how the FEB serves as a catalyst for communication, coordination and collaboration among the 160 federal agencies across the Kansas City metropolitan area.

On Dec. 1, 2022, the ARNSF discussion was led by Dr. Allen M. Featherstone, professor and head of Kansas State University's Agricultural Economics Department, who delivered a presentation entitled "Foreign Ownership of U.S. Food and Agricultural Assets." Featherstone presented in some detail, with a focus on China, the foreign ownership of agricultural land and how that can have potential impacts on U.S. food security.

The ARNSF met in January and was treated with a slightly different topic than the forum typically focuses on. Steven Woelk, one of the 83 crew members of the USS Pueblo, told the story of the North Korean capture of his ship on Jan. 23, 1968, and how he and his fellow crewmen dealt with their brutal treatment as prisoners of war. After 11 months of captivity, he and the rest of the crew were released two days before Christmas in 1968.

The February forum was postponed due to weather, but the ARNSF picked up again on March 8, 2023, with a presentation by Lt. Gen. (Ret.) Robert L. Caslen, Jr., a former Fort Leavenworth commander/CGSC commandant. Caslen conducted a presentation entitled "The Impossible Mission: The Office of Security Cooperation - Iraq and the 2011 U.S. Forces Drawdown in Iraq." He discussed the challenges and lessons learned in the mission in the early days after U.S. troops withdrew from Iraq in December 2011. With no residual U.S. force left, Caslen, then serving as the chief of the OSC-I, and his 150 personnel were left holding the proverbial bag for a large-scale security assistance mission.

On March 23, 2023, Ambassador (Ret.) David C. Miller, Jr, president of the U.S. Diplomatic Studies Foundation, led



Federal Executive Board • Nov. 17, 2022



Food Security • Dec. 1, 2022

PHOTOS BY MARK H. WIGGINS



Capture of the USS Pueblo • Dec. 19, 2023



OSCI • March 8, 2023



Private Sector and Diplomacy • March 23, 2023



U.S. Disciplinary Barracks History/Mission • April 12, 2023

PHOTO BY TORA MORGAN

a discussion on the critical role played by the private sector in the confrontation and defeat of two existential threats to our country – the challenge of China and the collapse of many “developing countries.”

On April 12, 2023, the ARNSF was treated to a presentation by Lt. Col. (Ret.) Peter J. Grande, the former chief of staff of the Military Correctional Complex at Fort Leavenworth, Kansas. Grande focused the discussion on the history of the United States Disciplinary Barracks (USDB) and its role as the “Center of Excellence for Military Corrections.”

ARNSF events are only open to ARNSF members and their guests. If you are not a member but are interested in joining, contact Bob Ulin at [ruin@cgscf.org](mailto:ruin@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>



# CGSC Foundation announces Scholarship winners

by Elizabeth Hill, Foundation Programs

The CGSC Foundation announces the winners of its 2023 competitive scholarship program.

Seven scholarships were awarded to high school students preparing to enter college and five were awarded to college students continuing their education.

## High School Winners

**Madeleine Morgado**, a senior at Lyme-Old Lyme High School in Old Lyme, Connecticut, was awarded the \$5,000 Colonel Stephen E. "Brownie" Brown Scholarship. She will graduate in May 2023 and will attend Northeastern University to study health sciences and psychology. Morgado's alumni sponsor is her father, COL Andrew Morgado, director of the School of Advanced Military Studies, and a 2005 graduate of the U.S. Army Command and General Staff College and 2006 graduate of the School of Advanced Military Studies.

**Jessica Malek**, a senior at Edina High School in Edina, Minnesota, was awarded a renewable \$5,000 Park University Scholarship. She will graduate in May 2023 and is active in a student mentorship program. She is interested in studying public health because she wants to help make a difference in her community. Malek's alumni sponsor is her grandfather, Maj. Gen. (Ret.) Robert P. Walters, a 1999 graduate of the U.S. Army Command and General Staff College.

**Caleb Tolbert**, a senior at Cyberlynx Correspondence in Fairbanks, Alaska, was awarded a renewable \$5,000 Park University Scholarship. He will graduate in May 2023. Tolbert's alumni sponsor is his father, Chaplain (Maj.) Paul Tolbert, a 2021 graduate of the U.S. Army Command and General Staff College.

**John Brock**, a senior at Alexandria City High School in Alexandria, Virginia, was awarded a \$1,000 scholarship. He will graduate in May 2023 and will attend the University of Texas at Austin to study political communications. Brock's alumni sponsor is his father, Lt. Col. John W. Brock, a 2016 graduate of the U.S. Army Command and General Staff College and 2017 graduate of the School of Advanced Military Studies.

**Andrew Skinner**, a senior at North Scott Senior High School in Eldridge, Iowa, was awarded a \$1,000 scholarship. He will graduate in May 2023 and will attend Iowa State University to study entrepreneurship. Skinner's alumni sponsor is his father, Kerry Skinner, a 2012 alumnus of the CGSC/CGSC Foundation National Security Roundtable Series.

**Emma Shuey**, a senior at Staunton High School in Staunton, Virginia, was awarded a \$500 scholarship. She will graduate in May 2023. Shuey's alumni sponsor is her grandfather, Brig. Gen. (Ret.) Theodore G. Shuey, Jr., a 1987 graduate of the U.S. Army Command and General Staff College.

**Bailey Preston**, a senior at Jenks High School in Jenks, Oklahoma, was awarded a \$500 scholarship. She will graduate in May 2023. Preston's alumni sponsor is her father, Col. Scott S. Preston, a 2008 graduate of the U.S. Army Command and General Staff College.

## College Winners

**Tyler Malek**, a junior at University of Nebraska Lincoln, was awarded a renewable \$5,000 Park University Scholarship. He graduated Edina High School in Edina, Minnesota in 2021. Malek's alumni sponsor is his grandfather, Maj. Gen. (Ret.) Robert P. Walters, a 1999 graduate of the U.S. Army Command and General Staff College.

**Kyle Skinner**, a sophomore studying Management Information Systems at Iowa State University, was awarded a \$1,000 scholarship. He graduated North Scott Senior High School in Eldridge, Iowa, in 2021. Skinner's alumni sponsor is his father, Kerry Skinner, a 2012 alumnus of the CGSC/CGSC Foundation National Security Roundtable Series.

**Annie Krompecher**, a senior pharmacy student at the University of South Carolina, was awarded a \$1,000 scholarship. She will graduate in 2024. She graduated Chapin High School in Chapin, South Carolina in 2020. Krompecher's alumni sponsor is her father, Col. Zolton Krompecher, a 2009 graduate of the U.S. Army Command and General Staff College who served in the Army for more than 35 years.



For CGSC Foundation Scholarship program information, see: <https://www.cgscfoundation.org/alumni/scholarships>

**Colonel Stephen E.  
"Brownie" Brown  
Scholarship**



**Madeleine Morgado**  
Lyme-Old Lyme High School  
Old Lyme, Connecticut

**High School Winners**



Jessica Malek



Caleb Tolbert



John Brock



Andrew Skinner



Emma Shuey



Bailey Preston

PHOTOS COURTESY AWARD WINNERS

**College Winners**



Kyle Skinner



Annie Krompecher



Travis Doyle



Aubrie Penfield

Not pictured:  
Tyler Malek

**Travis Doyle**, a sophomore studying finance and business at the University of Texas at San Antonio, was awarded a \$500 scholarship. He graduated Fort Campbell High School in Fort Campbell, Kentucky in 2021. Doyle's alumni sponsor is his father, Maj. Peter M. Doyle, a 2018 graduate of the U.S. Army Command and General Staff College.

**Aubrie Penfield**, a junior at Oklahoma State University, was awarded a \$500 scholarship. She plans to graduate with an undergraduate degree in Communication Sciences and Disorders in 2024, and then pursue a master's to become a licensed Speech and Language Pathologist. She graduated from Lansing High School in Lansing, Kansas in 2018. Penfield's alumni sponsor is her father, Col. (Ret.) Gregory Penfield, a 2005 CGSC graduate and current professor in CGSC's Department of Joint, Interagency and Multinational Operations.

"I am pleased to announce that our 2023 CGSCF Alumni Association Scholarship awards program was our largest to date, said CGSC Foundation President and CEO Rod Cox. "We doubled the size of this year's applicant pool and have been able, thanks to your support and our partnership with both Park University and the friends of Col. Stephen E. "Brownie" Brown, to provide scholarships to seven high school and five college students."

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 Spinocerebellar 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. This is the largest single scholarship awarded in 2023.

The Park University scholarships are for full-time students for the academic year (the award will be split between the fall and spring semesters). These scholarships can be renewed for up to three years at Park University's discretion if recipients maintain full-time status, have a 3.0+ GPA, and demonstrate satisfactory academic progress.

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 returning to school. Applicants must be immediate family members (children, grandchildren and spouses) of a life member of the CGSC Foundation's Alumni Association.

The CGSC 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](http://www.cgscfoundation.org/donate). 🏆



**THE SIMONS CENTER**  
FOR ETHICAL LEADERSHIP AND INTERAGENCY COOPERATION

## Building upon our partnerships

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

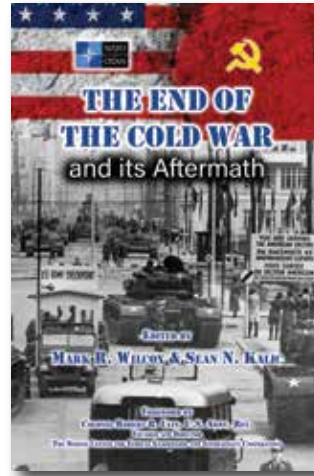
This past fall and winter have seen several of the Simons Center's programs continue to grow. We've been active across multiple fronts particularly with our Senior Research Fellows, the Arter-Rowland National Security Forum (ARNSF), and our publishing efforts.

We were particularly honored by the visit of one of our Senior Research Fellows. Lt. Gen (Ret.) Robert L. Caslen, Jr., spent the better part of a week in the Leavenworth and Kansas City area. Caslen addressed the ARNSF on March 8 and met with several of the trustees of the CGSC Foundation. He also spent time speaking with members of the current CGSC class at an informal social and dinner, and graciously spoke with several business and community leaders.

We are also honored to welcome our newest Senior Research Fellow, Dr. Shannon French, the Inamori Professor in Ethics at Case Western Reserve University. Dr. French also serves as the CGSC Foundation's General Hugh Shelton Distinguished Visiting Chair of Ethics.

It has been a busy time for the ARNSF. As already mentioned, Lt. Gen. (Ret.) Caslen presented to the ARNSF in March. Since this past fall, we've held monthly forums with a distinguished array of speakers (see related article on page 25) including retired Ambassador David Miller who discussed the role of the private sector to confront and defeat threats to our country. Ambassador Miller also spent nearly a week with the Simons Center in March. Other highlights of his visit included discussions with International Relations Council members at Union Station, meeting with interagency students attending CGSOC, and attending a social with several former U.S. Army Foreign Area Officers currently on the CGSC faculty.

This past fall we published the latest edition of the *InterAgency Journal (IAJ)* with articles spanning a wide range of topics including strategic planning, space capabilities, artificial intelligence, and Security Force Assistance. Several articles were contributed by members of the 2022 graduating class of the Command and General Staff Officer's Course who participated in our annual Interagency Writing Competition. This coming spring we'll be releasing another edition of the *IAJ*. While we are still awaiting submissions, we already have excellent pieces covering Russian military effectiveness, interagency education and the role of public affairs and communications



*The End of the Cold War*, a book based on the proceedings of the Simons Center's Cold War Symposium conducted in 2022, is with the publisher now and scheduled to be available in print in summer 2023.

professionals within the U.S. military and government agencies.

We are very close to publishing our book based on the proceedings of our Cold War Symposium. The book is with the publisher and should be available this coming summer. Edited by Dr. Mark Wilcox and Dr. Sean Kalic, faculty members of the Command and General Staff College, the book features chapters covering topics from Churchill's famous "Iron Curtain Speech," to arms control, to the implications for NATO's strategic posture.

In March, we added a new section to our Simons Center website. Our "Thoughts on War and Conflict" page, provides a space where individuals can share their opinions and observations. We kicked off this section with our first contribution, "Wither the War on Ukraine," by our Director Bob Ulin. Our intent is to provide a vehicle for professional dialogue through short, thought-provoking pieces, reminiscent of newspaper letters to the editor, that discuss the implications of conflict and war. We hope you enjoy reading the submissions and consider submitting your own insights.

As we move through 2023, we remain very excited about the continuation of our programs. We have a full slate of events already planned and are looking to build upon our partnerships and leverage the wisdom of our Senior Research Fellows to deliver even greater value to the Command and General Staff College and the interagency community. 🙌

## Simons Center Senior Research Fellows

**From time to time, the Simons Center will appoint as Senior Research Fellows individuals who have recent and relevant leadership and interagency experience and have contributed to the literature in these areas. Our newest Senior Research Fellow is Professor Shannon E. French, Ph.D.**



Shannon French is the Inamori Professor in Ethics at Case Western Reserve University (CWRU) where she teaches for the department of Philosophy and the School of Law and the CGSC Foundation's General Hugh Shelton Distinguished Visiting Chair of Ethics.

Prior to coming to CWRU in 2008, she taught military ethics for 11 years at the U.S. Naval Academy as a tenured Associate Professor in the Ethics department and Associate Chair of the division of Leadership, Ethics, and Law.

At CWRU she is the Director of the Inamori International Center for Ethics and Excellence. Her primary field is military ethics, with special focus on conduct of war issues, ethical leadership, command climate, warrior transitions, ethical responses to terrorism, the future of warfare, and military applications of emerging technology. Other research interests include business, corporate, and organizational ethics, meta-ethics, moral psychology, neuroethics, and ethics and technology (including AI ethics).

She is editor-in-chief of the *International Journal of Ethical Leadership*, associate editor for the *Journal of Military Ethics*, an editorial board member for the *Journal of Character and Leadership Integration* and the *Texas National Security Review* and an active member of the European Chapter of the International Society for Military Ethics.

Her publications include edited volumes on military ethics, and many book chapters and scholarly articles, with recent titles ranging from "Artificial Intelligence in Military Decision-Making: Avoiding Ethical and Strategic Perils with an Option-Generator Model" to "Neuroethics, Dehumanization, and the Prevention of Moral Injury" to "Strategic Dissent in the Military."

Co-written with Jacob Sandstrom, her article, "Military Neuro-Interventions: Solving the Right Problems for Ethical Outcomes" appeared in the Simons Center's *InterAgency Journal* Vol 10, No.3.

Her book, *The Code of the Warrior: Exploring Warrior Values, Past and Present*, now in its second edition

(Rowman & Littlefield, 2017), is required reading for Marine Corps officer candidates.

World renown for her work in military ethics, Dr. French has spoken at numerous and symposia. In 2019 she was a distinguished speaker at the British government's official commemoration of the 70th anniversary of the signing of the Geneva Conventions.

She has been a keynote speaker for the annual U.S. Army Command and General Staff College Ethics Symposia since 2017 (see article on page 24), was a plenary speaker at the McCain Conference, and delivered addresses at both the U.S. Army War College and the Marine Corps Base Quantico. She likewise presented on AI Ethics at the exclusive Security and Human Behavior gathering at Harvard Law School and the Euro-ISME conference in Vienna, Austria.

Dr. French hosted the 2010 International Peace and War Summit and the 2018 ISME annual conference and is the co-founder of two international, multi-institutional, interdisciplinary research consortiums.

**We are proud to have Professor Shannon E. French, Ph.D. as Senior Research Fellow of the Simons Center.**

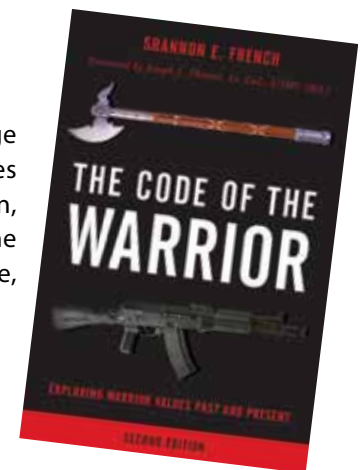
**Visit our website to learn more about the program: <https://thesimonscenter.org/fellows/details>**

## Code of the Warrior

by Shannon E. French

Described as "groundbreaking" and "now part of the Military Ethics canon" by George R. Lucas, *The Code of the Warrior* provides vivid descriptions of the warrior cultures of the Greeks, Romans, Vikings, Celts, medieval knights, Native American tribesmen, Chinese warrior monks, and Japanese samurai. The current edition expands the discussion addressing the modern-day ethical implications of drones, cyber warfare, and bio-enhanced troops as well as the Islamic warrior code.

**Available on Amazon**





**PHOTOFLASH**

## CGSC World Quest team takes third place



COURTESY PHOTO

Eight faculty members from CGSC's Department of Joint, Interagency and Multinational Operations (DJIMO) took third place in "World Quest 2023," an annual competition conducted by the International Relations Council – Kansas City. This year's competition was April 26 at the at the University of Missouri, Kansas City (UMKC) Volker campus. The team is sponsored by the CGSC Foundation.

The team, left to right: Lt. Col. Valiant Haller, Mr. Dan Honken, Mr. Bruce Reider, Dr. John Modinger, Mr. Gary Hobin, Dr. Mark Wilcox, Mr. Joe Donalbain, Lt. Col. David McCaughrin.



Read the full story online:

<https://www.cgscfoundation.org/cgsc-team-takes-third-in-world-quest-2023>



**PHOTOFLASH**

## CGSC professor attends Medal of Honor ceremony for former commander

Retired Army Col. Paris D. Davis (CGSC Class of 1971) finally received the Medal of Honor for his bravery during the Vietnam War in a ceremony at the White House on March 3, 2023. Also present at the ceremony was CGSC professor of history Dr. Joseph G.D. (Geoff) Babb who served as Davis' intelligence officer in the 2nd Battalion, 10th Special Forces Group at Fort Devens, Massachusetts in 1978. Babb and others who had served with Davis were invited to attend the ceremony.



WHITE HOUSE PHOTO



COURTESY PHOTO

Dr. Joseph G.D. Babb



Read the full story online for more photos and video:

<https://www.cgscfoundation.org/vietnam-veteran-receives-medal-of-honor-after-58-year-wait>



**PHOTOFLASH**

## VFW Commander-in-Chief visits CGSC

On March 13, 2023, the CGSC Foundation facilitated a visit to the U.S. Army Command and General Staff College by VFW Commander-in-Chief Timothy M. Borland and VFW Director of Programs Lynn W. Rolf, III, for a walk and talk tour of the Lewis and Clark Center and the College.

CGSC Dean of Academics Dr. Jack Kem was the host of the day and provided Borlund and Rolf a briefing on Army University and the Command and General Staff College. After the briefing, Kem escorted them on a tour of the Lewis and Clark Facility highlighting not only the state-of-the-art educational facilities, but also the history and heritage of the Army found in the numerous galleries, displays, and memorabilia displayed throughout the building.

After the tour, CGSC Supervisory Professor and CGSOC Teaching Team Chief Richard Caya took Borland and Rolf into one of his classrooms and demonstrated the capabilities and methodologies used during CGSOC instruction.



COURTESY PHOTO

CGSC Dean of Academics Dr. Jack Kem, left, thanks VFW Commander-in-Chief Timothy M. Borland for his visit to the College on March 13, 2023.



Read the full story online:

<https://www.cgscfoundation.org/vfw-commander-in-chief-visits-cgsc/>



# Wreaths Across America Day 2022

## The effort to honor our veterans never ends

by Mark H. Wiggins, Managing Editor

ON DEC. 17, 2022 NATIONAL WREATHS ACROSS AMERICA DAY, THE CGSC FOUNDATION HELPED HONOR VETERANS' GRAVES AT THE FORT LEAVENWORTH NATIONAL CEMETERY WITH WREATHS OF REMEMBRANCE.

The Foundation's goal in 2022 was to honor all 991 veterans buried in Section B of the cemetery. We came close with nearly 600 wreaths sponsored, but the entire section was ultimately able to be honored with the efforts of all the sponsor groups involved throughout the year.

The morning began with delivery of the wreaths by Walmart who provides trucking for Wreaths Across America each year. The trucks entered the Fort Leavenworth National Cemetery under an oversized flag raised by firefighters from Leavenworth and Fort Leavenworth.

At 11 a.m. sharp, Col. (Ret.) Lynn Rolf led a ceremony at the cemetery flagpole with a flag detail manned by local high school junior ROTC cadets. Memorial flags for each service were posted, followed by a three rifle volley and playing of taps. Attendees were



PHOTOS BY MARK H. WIGGINS

CGSC Foundation Director of Operations Lora Morgan and her husband Col. Mark Morgan participate in laying wreaths at the Fort Leavenworth National Cemetery on Wreaths Across America Day, Dec. 17, 2022.

then invited to place the wreaths on veteran graves.

After the wreath laying, the Foundation hosted a reception at the Frontier Army Museum with sponsor Z&M Twisted Vines.

Thanks to everyone that sponsored a wreath through the CGSC Foundation in 2022. We have already begun our campaign for 2023.

The effort to honor our veterans never ends. 🇺🇸



CGSC Foundation President/CEO Rod Cox participates in honoring veterans with wreaths on national Wreaths Across America Day, Dec. 17, 2022, at the Fort Leavenworth National Cemetery.

Chiefs ambassadors and cheerleaders came to help honor veterans on National Wreaths Across America Day 2022.

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

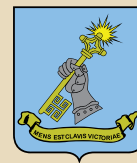


Read the story online and see more photos:

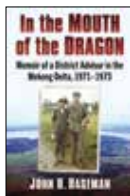
<https://www.cgscfoundation.org/foundation-honors-veterans-waa-day-2022>

# Alumni Updates

News from CGSC alumni around the globe



PHOTOS COURTESY SUBMITTING PERSONS



## Col. (Ret.) John B. Haseman – CGSOC 1977

I spent 18 of my 30-year army career in Asia, an interest sparked by an 18-month assignment as a district advisor in the Mekong Delta of South Vietnam as a captain. I later served in Thailand, Indonesia, and Burma. I retired from the Army in 1995. I am the author or co-author of four books and more than 250 published journal articles about political-military developments in Vietnam, Indonesia, and Thailand. My latest book is *In the Mouth of the Dragon*. I currently live in Grand Junction, Colorado.



## Col. (Ret.) Heyno Araujo, Brazil – CGSOC 1992

The photo is Staff Group 22-D in the CGSC Class of 1992. At that time email was a dream so I've lost contact with all my classmates. Some years ago I tried to reach Jon Moilanen, but no answer. I remembered an interesting thing in my first days at CGSC when I was asked what I would like to be called. My candid answer was "Heyno," which was on my name tag, but it also my Christian name, something I learned was very unusual in the USA.



## Brig. Gen. (Ret.) Christopher L. Spillman – CAS3 1993; CGSOC 1998

I currently serve as an Army Senior Mentor in support of the Mission Command Training Program and am an advisor to the Missile Defense Agency.



## Col. Marjan Jachevski, North Macedonia – CGSOC 2003

I'm currently serving as the Chief, J5, in Operations Command of the Army of the Republic of North Macedonia.

## Brig. Gen. (Ret.) Ali El Mawla, Lebanon – CGSOC 2004

CGSC was the best year I had all my life. I met new friends from all over the world. It was fun and I learned a lot militarily and socially. I've kept in touch with some friends till now. Every time I remember that year, a lot of good memories swell in my heart. Thanks to all who served in the college staff especially Mike Brettman and my sponsor Margaret Long. Thank you.



## Lt. Col. (Ret.) Joseph Almera – CAS3 1996; CGSOC 2006

I retired from the Army in 2011 and live in Wisconsin. Aside from taking care of my parents I spend my time hunting. I harvested this nearly 900-pound bear on Kodiak Island, Alaska in 2022. – The dream hunt of a lifetime! Additionally, I do karate with my family and we plan on testing for our second degree black belts at the end of the year. We also have started doing Brazilian Jiu Jitsu to work on our ground game.



## Lt. Col. James Bender – CGSOC 2006

I've been a CGSOC instructor since 2009 with the 10-80th Regiment (97th Training Brigade). During the pandemic in 2020 I used my experience and technical knowledge to assist the 97th Training Brigade with conducting all TASS CGSOC courses via remote operations. In my civilian role at Michigan State University as a Learning Designer, I continue to work closely with other educators, technologists, and policymakers to develop new approaches to education that leverage AI and other emerging technologies.



## Maj. Esequiel Steven Espinoza – CAS3 1998; CGSOC 2006

I retired from construction and am living a simple life in rural north-central New Mexico with my wife of 28 years, our Chow Chow, and some chickens.

## Col. Joakim Karlquist – CGSOC 2008; SAMS 2009

I worked as the Deputy Chief of Operations in the Swedish Army for two years and will soon be deployed as the deputy Mission Force Commander EUTM Somalia for a year.



## Brig. Gen. Ilija Daković, Montenegro – CGSOC 2009-1

I was the very CGSC graduate from Montenegro. I was promoted to brigadier in 2017. I have served in many different assignments in the Armed Forces of Montenegro, to include Head of J5 in the General Staff and the Acting Chief of the General Staff from October 2017 until July 2018. In August 2018 I was assigned as the Defense Attaché of Montenegro to the U.S. and will serve in this position until August 2023.



## Col. Anton Wijeyesekera, Sri Lanka – CGSOC 2009-2

I am presently serving at the Sri Lanka Army Headquarters.



## Lt. Col. (Ret.) Aimee M. Bateman – CGSOC 2016

After military retirement in December 2021, I opened my law practice (Bateman Law Group) in Leavenworth, Kansas. My firm represents servicemembers worldwide and the residents of Leavenworth and surrounding counties – www.LeavenworthLawyer.com.



## Lt. Col. Ruben Ramos – CGSOC 2016

Currently, I am an Army Foreign Area Officer stationed in the U.S. Embassy in Santiago, Chile.



## Maj. Mark D. Natale – CGSOC 2018

After CGSC I was selected to transfer to the U.S. Space Force from the Army. After CGSC I was assigned as the 1st Special Forces Group S6 and CJSOTF-D SIGCEN director. Currently, I'm the U.S. Military Exchange officer to the British Army Headquarters and Ministry of Defense. In August 2023 I'm projected to be assigned as the Mission Director and Combat Coordinator, National Space Defense Center and Joint Task Force-Space Defense, Schriever Space Force Base, Colorado.

Visit the CGSC Foundation website at

[www.cgscfoundation.org/alumni-update](http://www.cgscfoundation.org/alumni-update) or use the QR code at right

to learn how to submit your Alumni Update.





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- Access to the Alumni Website – Click the link to register on the site after paying your dues
- A subscription to the *Foundation News* magazine (print copies to U.S. addresses only)
- Scholarship opportunities



Annual membership \$25

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Join today! – Go to:

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### New Life Members of the Alumni Association

Oct. 18, 2022 – May 1, 2023

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Col. Michelle and Jeff Avolio  
Lt. Col. John Brock  
Lt. Col. James Andrew Collins  
Mr. Norman Craig  
Maj. Gen. (Ret.) Gordon "Skip" B. Davis  
Lt. Col. Joe Dumas  
Lt. Col. Marcella Duncan  
Maj. Brandon Ebel  
Lt. Col. Mark Flynn  
Lt. Col. (Ret.) Peter Kilner  
Sgt. Maj. (Ret.) Scott Leeling  
Maj. Stephen Lester  
Lt. Col. Brian Mason

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## Donations made In Honor of



U.S. ARMY PHOTO

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

- Mr. Cliff Erwin IHO Ralph (former CGSC Faculty) and Mary Ellen Erwin
- Brig. Gen. (Ret.) Robert D. Kerr (CGSC '76 / CGSC Faculty 1985-86) IHO Col. Gary Jacobsen (CGSC 1976)
- Dr. & Mrs. Jeffrey Kramer IHO the wedding anniversary of Lt. Gen. (Ret.) & Mrs. Robert Arter
- Col. (Ret.) Martin R. Loftus (CGSC '70) of Lt. Gen. (Ret.) Robert Arter

## Donations made In Memory of



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

- Butler's Muffler & Auto Repair IMO Mr. James M. Dunn
- Col. (Ret.) Charles Conner, Jr. (CGSC '73) IMO COL James Sutton
- Col. & Mrs. Roger H.C. Donlon (CGSC '71; CGSC Faculty; Fort Leavenworth Hall of Fame '95; Founding Trustee of the CGSC Foundation) IMO their son Justin L. Donlon
- Lt. Col. Daniel J. Hanks (CGSC '16) IMO Lieutenant (USN) Robert L. Elortegui
- Gen. (Ret.) J. H. Binford Peay, III (CGSC '71) IMO Gen. Ronald H. Griffith
- Maj. Gen. (USA Ret.) Clyde "Butch" Tate, II (CGSC '95, CGSCF Trustee) IMO his father Col. (Ret.) Clyde Tate (CGSC '63)
- Lt. Col. (Ret.) Richard H Wright (CGSC '76) IMO Lt. David C. Thayer and Lt. Col. Allen R. Thayer
- Mrs. Vera Y. Young IMO her late husband, Col. James J. Coghlan, Jr. (CGSC '62)



### 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. Martin J Clifford
- Prof. Barb Fines
- Col. (Ret.) Michael G. McCoy
- Mr. Charles Mehrer

**Other scholarship program donors:**

- Lt. Col. (Ret.) Demetrius D. Brooks (CGSC '07)
- Lt. Col. George Potter (CGSC '83)
- Ms. Sarah E. Weygand

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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."



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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.**



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

- **Lt. Col. John C. Krysa (SAMS '88) of Indian Land, South Carolina**
- **Lt. Gen. Joseph R. "Joe" Inge (CGSC '81, CGSC Deputy Commandant 1996-98) of Williamsburg, Virginia**

## Former Deputy Commandant, Foundation trustee dies at 75

**LT. GEN. (RET.) JOSEPH RICHARD "JOE" INGE, AGE 75, OF WILLIAMSBURG, VIRGINIA DIED ON MARCH 23, 2023.**

Inge was a founding member of the CGSC Foundation board of trustees and served as a trustee and senior advisor from 2007-2013. He also served as the CGSC Deputy Commandant from 1996-1998.

Inge was born August 20, 1947, in Chase City, Virginia, and was the son of the late Richard Mack Inge and Reba Gryder Inge. He was a 1965 graduate of Park View High School and a 1969 graduate of Virginia Tech, where he majored in Agricultural Economics and was a proud member of the Corps of Cadets. His commitment to Virginia Tech and the Corps was life-long and resulted in his recognition as a recipient of the Virginia Tech Corps of Cadets Distinguished Alumni Award in 2021. He also earned a Master of Arts from Central Michigan University in Personnel Management and Administration.

Upon graduation, he was commissioned as a second lieutenant in the U.S. Army. Over the next 38 years, Inge proudly served his country in numerous leadership positions all over the world, achieving the rank of lieutenant general before his retirement in 2007. His final assignment was Deputy Commander, United States Northern Command in Colorado Springs, Colorado. His decorations and badges achieved over his 38-year career of service to the nation include the Defense Distinguished Service Medal, Distinguished Service Medal (with Oak Leaf Cluster), the Defense Superior Service Medal, the Legion of Merit (with 3 Oak Leaf Clusters), the Meritorious Service Medal (with 3 Oak Leaf Clusters), the Army Commendation Medal (with Oak Leaf Cluster), the Army Achievement Medal (with Oak Leaf Cluster), the Parachutist Badge, the Special Forces Tab, the Ranger Tab, the Joint Chiefs of Staff Identification Badge, and the Army Staff Identification Badge. His character, and legacy of integrity, honor, and trust live on with all those with whom he served.



Lt. Gen. Joe Inge as CGSC Deputy Commandant, 1996-98. This photo hangs on the wall of the Lewis and Clark Center alongside photos of all the deputy commandants in CGSC history.

Following his retirement, Inge settled in Williamsburg, Virginia, where he continued to serve his country and community. He led disaster and preparedness exercises in twenty-two African nations and served on the boards of several foundations and not for profit organizations, including the Commonwealth of Virginia Secure Commonwealth Panel and the Commission on Military and National Security Facilities for the Commonwealth. Inge also served as a Senior Fellow for the Joint Forces Staff College and supported the exercise program of the Army's Future Warfare Division. His membership on the board of the Virginia War Memorial Foundation and Civilian Marksmanship Program were especially rewarding in his retirement. He was also an active member of Williamsburg United Methodist Church.

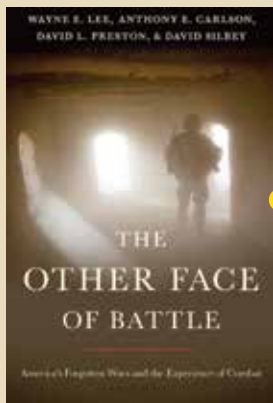
Inge is survived by his wife of 54 years, Linda; his son Maj. Joseph Richard Inge, Jr., and his wife Rebecca; and his daughter, Amy Inge Pickler and her husband, Col. Jeffrey Pickler. He took great pleasure in his six grandchildren, Ryan, Lauren, Everett, Linden, Eli, and Graham. He is also survived by his sisters, Joyce Inge French and Jeannie Inge (James Potter); sister-in-law, Becky Inge; brother-in-law, G.R. Creedle (Linda Creedle); and sisters-in-law, Rose Sullivan and Judy Owens. He is also survived by multiple nephews and nieces, great nephews and great nieces, and uncles and aunts. He has reunited in heaven with his brother, Harrison Inge.

A memorial service was conducted March 31, 2023, at Williamsburg United Methodist Church, in Williamsburg, Virginia. Interment will occur at Arlington National Cemetery in Arlington, Virginia at a future date.



Read the obituary online:

<https://www.dignitymemorial.com/obituaries/williamsburg-va/joseph-inge-11218070>

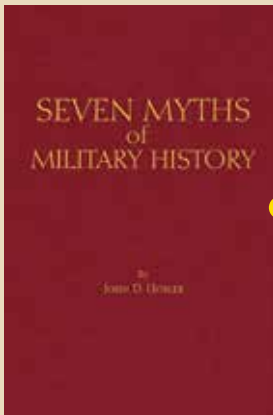


### **The Other Face of Battle: America's Forgotten Wars and the Experience of Combat**

by Wayne E. Lee, David L. Preston, Anthony E. Carlson, David Silbey; 272 pages; Oxford University Press, 2021. Available on [amazon.com](https://www.amazon.com) (hardcover - \$28; Kindle - \$9; audio CD - \$27) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover - \$30; Nook - \$15; audiobook - \$23).

*The Other Face of Battle* illuminates the American experience of fighting in “irregular” and “intercultural” wars over the centuries. Sometimes known as “forgotten” wars, in part because they lacked triumphant clarity, they are the focus of the book. David Preston, David Silbey, and Anthony Carlson focus on, respectively, the Battle of Monongahela (1755), the Battle of Manila (1898), and the Battle of Makuan, Afghanistan (2020) – conflicts in which American soldiers were forced to engage in “irregular” warfare, confronting an enemy entirely alien to them. This enemy rejected the Western conventions of warfare and defined success and failure – victory and defeat – in entirely different ways. Symmetry of any kind is lost. Here was not ennobling engagement but atrocity, unanticipated insurgencies, and strategic stalemate.

*Anthony E. Carlson, Ph.D., is an associate professor of history at the U.S. Army School of Advanced Military Studies, Fort Leavenworth, Kansas. Having previously served as an historian and analyst at the U.S. Army Combat Studies Institute, Carlson has interviewed hundreds of soldiers who fought in Afghanistan.*

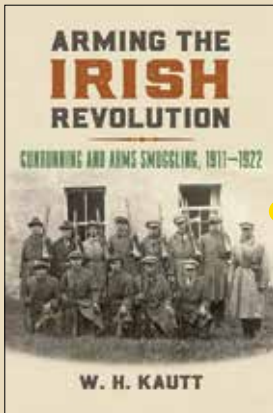


### **Seven Myths of Military History**

Edited by John D. Hosler; 208 pages, Hackett Publishing Company, 2022. Available on [amazon.com](https://www.amazon.com) (hardcover - \$46; paperback - \$19; Kindle - \$10) and [barnesandnoble.com](https://www.barnesandnoble.com) (Nook - \$15).

*Seven Myths of Military History* offers snapshots of seven pernicious myths in military history that have been perpetrated on unsuspecting students, readers, moviegoers, game players, and politicians. It promotes awareness of how myths are created by ‘the spurious misuse and ignorance of history’ and how misleading ideas about a military problem, as in asymmetric warfare, can lead to misguided solutions.

*John D. Hosler, 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.*

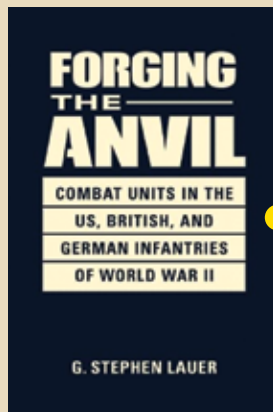


### **Arming the Irish Revolution: Gunrunning and Arms Smuggling**

by W.H. Kautt; 328 pages; University Press of Kansas, 2021. Available on [amazon.com](https://www.amazon.com) (hardcover - \$50; Kindle - \$47) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover- \$50; Nook - \$38).

*Arming the Irish Revolution* is the first work of research and analysis to explore in detail the Irish work inside Britain to establish arms centers and to conduct arms operations and trafficking. It also examines the full extent of the overseas or foreign arms trade and the arms operations of the War of Independence which reveals how the rebel leaders ran complex, maturing, and capable smuggling and manufacturing enterprises worldwide under the noses of the police, customs, intelligence, and the military for years without getting caught.

*W. H. Kautt, 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.*



### **Forging the Anvil: Combat Units in the U.S., British, and German Infantry of World War I**

by G. Stephen Lauer; 463 pages; Lynne Rienner Publishers, Inc., 2022. Available on [amazon.com](https://www.amazon.com) (hardcover - \$85).

It has long been accepted wisdom that Germany’s infantrymen possessed superior tactical ability relative to their Anglo-American adversaries in World War II. Now, drawing on newly available information, Stephen Lauer unpacks that assumption, exploring the conscription, classification, and training methods of the U.S., British, and German infantrymen from 1919 through 1945. How did conscripted citizens become foot soldiers willing to fight, and even die, for each other in the face of brutal physical and mental demands? How was it decided which men to assign to combat units? How did each nation engender the social bonds that were essential if soldiers were to succeed – and survive – in their small unit milieus? Addressing these questions of manpower quality, *Forging the Anvil* is a landmark study of the key factors that influenced the creation of World War II infantrymen and sustained them in the crucible of close combat.

*The late G. Stephen Lauer, Ph.D., was an associate professor of history and theory in the School of Advanced Military Studies, U.S. Army Command and General Staff College, at Fort Leavenworth, Kansas, and a retired lieutenant colonel in the U.S. Marine Corps.*



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