



COMMAND AND GENERAL STAFF COLLEGE

FOUNDATION NEWS

No. 33/Fall 2023

**Former CGSC Deputy Commandant
Maj. Gen. (Ret.) Christopher P. Hughes
becomes Foundation Chair**

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- Reports from the Directors of CGSS, SAMS, SCP, SGM-A, & DDE
- Former Ambassador to Afghanistan, Iraq delivers Powell Lecture
- Fort Leavenworth Hall of Fame
- International Family Fishing Derby
- Second annual Frontier Freedom 5K

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AD-3



A message to the CGSC Foundation family

by Maj. Gen. Christopher P. Hughes, U.S. Army, Ret.

ON OCT. 11, THE CGSC FOUNDATION BOARD OF TRUSTEE'S REQUESTED THROUGH A VOTE THAT I ASSUME THE POSITION OF THE CGSC FOUNDATION CHAIR. Having neither sought nor bargained for this honor, I accepted this request with humility and pride.

Addressing you as your newly appointed chairman of the board of trustees, please know that it is not lost on me how the Command and General Staff College shaped my personal and professional life – this seminal moment shaped who I became as an officer, husband, and father. I'm now privileged to serve the College again, having been blessed as your deputy commandant from 2013-2015. I recognize the significance of this role and pledge to approach it with unwavering dedication.

I recognize the significance of this role and pledge to approach it with unwavering dedication.

Our College occupies a special place in my heart. It was within these hallowed halls that I experienced one of the most significant moments of my life – being surrounded by a faculty and staff that taught me how to think, make the complex simple, work with my peers, both Joint and Army and to understand the incredible privilege I had been given – another chance to serve our great Soldiers and their families. To support this institution now directly as your chairman fills me with indescribable excitement and pride.

CGSC taught me the immense power of being a good listener. As your chair, I will not assume I understand the scope and complexity of this challenge. Therefore, I will rely heavily on the insights and mentorship of our trustees, members, students, faculty, and staff to validate or improve our visions, mission, and end state.

In the initial 100 days of my tenure, I will work with the Foundation team to chart our vision for the future collectively. This process involves critically evaluating what we should sustain and what requires improvement. Only by understanding our past can we create a foundation for future innovation.

I want to extend my heartfelt gratitude to the donors,

supporters, and College leaders who have played an instrumental role in bringing our Foundation to its current standing. Your contributions have not gone unnoticed, and your dedication to our shared cause is deeply appreciated. Your unwavering support has enabled us to make a lasting impact.

As we cast our eyes toward the future, I eagerly anticipate the opportunity to meet and build relationships with each of you. We never take for granted the remarkable work that has come before us and our community's ongoing efforts. Together, we will forge a promising partnership in the year ahead.

In closing, I want to express my sincere appreciation for your support. I am genuinely excited to embark on this exciting journey with all of you. 🇺🇸



PHOTO COURTESY CHRIS HUGHES



Maj. Gen. Chris Hughes is no stranger to being welcomed on the cover of the *Foundation News* magazine. Above is the cover of *Foundation News* No. 15, Fall 2013 edition, when he first assumed duty as the deputy commandant of the U.S. Army Command and General Staff College.



For more information about the new Foundation Chair:

<https://www.cgscfoundation.org/former-cgsc-deputy-commandant-elected-as-foundation-chair>



A worthy cause to support

by Lora Morgan, Interim President/CEO



HELLO FROM FORT LEAVENWORTH, THE OLDEST ACTIVE ARMY POST WEST OF THE MISSISSIPPI! THANK YOU FOR TAKING THE TIME TO READ THIS ISSUE OF THE *FOUNDATION NEWS*.

As always, fall is a busy time of year with the new classes getting underway in August and everyone – students, faculty and staff – settling in for a year of personal and professional growth. Your Foundation has been right here with them executing our programs in support of their efforts.

Before I go any further, I want to say thank you to the former president/CEO Col. (Ret.) Roderick M. Cox, who resigned in August. Rod was a great friend and mentor and I was glad to have served in the Foundation with him. I am the “interim” president/CEO while our trustees conduct a search for the next full time president/CEO. I’m proud to serve. I also want to welcome the new Foundation Chair, Maj. Gen. (Ret.) Chris Hughes, who came on board on Oct. 11. To say we’ve been busy, juggling programs with internal leadership changes, is a huge understatement.

We began this academic year supporting the Combined Arms Research Library’s open house and also the “Commandant’s Receptions,” the time for new students and their spouses and College leaders to get to know each other, then we quickly shifted into planning mode for upcoming programs.

On Sept. 9, we supported the International Family Fishing Derby at Merritt Lake on post. The students and their families had the opportunity to learn a little about a great American pastime and enjoy themselves on a beautiful day outdoors. Thanks go to Larry Noell, president of the Fort Leavenworth Rod & Gun Club, and all his volunteers for making this third annual derby a success.

On Sept. 12, we hosted Ambassador Zalmay Khalilzad, the Class of 2024 Colin L. Powell Lecture Series presenter. The ambassador delivered the Powell Lecture to the class that morning, spent some time with CGSC students and leaders during the day and then later that evening spoke to a public gathering of Foundation guests at the Carriage Club in Kansas City. I want to give another special thanks to Foundation Trustee Farhad Azima, an old friend of the ambassador, who took the lead on hosting and escorting him during his time with us.

In October the Foundation’s Simons Center hosted a “Distinguished Speaker Series” dinner lecture event at the Riverfront Community Center in downtown Leavenworth. The presentation was focused on the war in Ukraine and the current CGSOC student from Ukraine had the opportunity



Lora Morgan assists a family in signing up for door prizes during the Ike Skelton Combined Arms Research Library open house on Aug. 11, 2023. The CGSC Foundation provided material and volunteer support for the event.

PHOTO BY MARK H. WIGGINS

to say a few words after the panel presenters. Attendees were very interested in hearing comments “straight from the horse’s mouth” so to speak. The Foundation through its Simons Center conducts this program to offer extracurricular, educational opportunities while also providing opportunities for outreach to the public. These events are always well-attended and a big thank you is due to the Simons Center Director and Deputy Director, Bob Ulin and John Nelson respectively, for leading this program.

On Oct. 8 we hosted the second annual Frontier Freedom 5K, a run/walk event that starts at the Frontier Army Museum. We had well over 100 participants this year and received some great feedback. They all loved the run route and the historic Fort Leavenworth scenery and this year’s weather was absolutely perfect for the morning run...or walk.

Throughout this fall, the Simons Center has continued to host monthly Arter-Roland National Security Forum luncheon events in downtown Kansas City. This program provides a great opportunity for outreach to the public. The Simons Center also conducted a “Des Moines National Security Forum” event in September to stretch the outreach beyond Kansas City. This was the third DMNSF event this year.

I could go on because there is certainly more to talk about. Let me just end by thanking the College leadership for their cooperation in all of our programs. We exist to support the students, staff and faculty and the College mission. Your support of the Foundation makes it all possible. As we head into the holiday season and the season of year-end giving, I ask that you consider the CGSC Foundation a worthy cause to support. 🙏

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



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

The CGSC Foundation is an
equal opportunity provider.

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ON THE COVER

Former CGSC Deputy Commandant Maj. Gen. (Ret.) Chris Hughes becomes the new CGSC Foundation Chair of the Board. – See “From the Chair” on page 3. (photo courtesy Chris Hughes)

FROM THE EDITORS

In this edition we highlight the Powell Lecture with Ambassador Zalmay Khalilzad on Sept. 12. We also have features on the Fort Leavenworth Hall of Fame and the International Hall of Fame along with stories about the International Family Fishing Derby and the Foundation's second annual Frontier Freedom 5K run/walk. As we have for the past several editions, we have updates from CGSC leaders, the Commandant and Deputy Commandant, along with reports from the Command and General Staff School, School of Advanced Military Studies, School for Command Preparation and the Sergeants Major Academy as well as the Department of Distance Education. – We hope you enjoy this 33rd edition of the *Foundation News* and find us a worthy cause to support during the giving season.





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

Strengthening the Profession of Arms: A cornerstone for future success

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.

THE PROFESSION OF ARMS HOLDS A CENTRAL POSITION IN OUR QUEST FOR ACHIEVING PROFICIENCY AS WARFIGHTERS. Under the guidance of the 41st Chief of Staff of the Army, General Randy George, there is a renewed focus on enhancing the profession of arms, a mission that the Combined Arms Center (CAC) has championed for quite some time. We will take a holistic approach to improve our professional expertise, reestablish self-accountability, and focus on our professional responsibilities to strengthen the army profession.

As Command and General Staff Officers Course (CGSOC) students reach near the halfway point of completing the “Common Core” course, they are learning “How to Think” instead of “What to Think,” which will enable them to develop focused solutions to problems emerging in today’s rapidly changing environment. However, as they refine their critical thinking skills, understand that strengthening the profession of arms extends far beyond the confines of military academies and training grounds. It involves fostering a culture of professional discourse through consistent and practical application. Writing articles, submitting lessons learned, engaging online in professional discussions, etc., all apply to this. Professional discourse is one way to contribute to strengthening our profession. In future correspondence, I will explore other areas connected to not only strengthening, but also stewarding our profession such as increasing one’s military expertise, building esprit de corps in units, fostering the meaning of honorable service, and trust.

Creating A Better Army for Future Generations

Organizational leaders should operate where it matters and provide crucial feedback on Army doctrine and school curricula. Engaging in open discourse and bringing ideas to the table ensures we continuously learn, improve, and foster innovation. Open discourse will also enable us to develop better doctrine, training, and tactics that will help

us achieve greater success in the future and contribute to leadership development.

The Combined Arms Center (CAC) has and will continue to act as the center of leader development, playing a pivotal role in the growth and advancement of Soldiers, Officers, and Army Civilian Professionals in various institutions, such as the Command and General Staff College (CGSC), Non-Commissioned Officer Leadership Center of Excellence, School of Command Preparation, and the Army Management Staff College (AMSC). Growing as a leader requires contributing to the Army’s professional body of knowledge, embracing professional discourse, sharing knowledge, and leveraging resources.

Looking Ahead

CAC is at the forefront of championing professional discussions and initiatives that promote exchanging ideas and disseminating knowledge. One such resource is the Army Leader Exchange (ALx), a platform that encourages leaders at all levels to engage in thoughtful discussions about the profession of arms. ALx is a resource where leaders can share their insights and gain understanding. This platform is a vital resource for leader development and the stewardship of the profession of arms, allowing professionals to connect, collaborate, and learn from one another.

In closing, CGSOC students should strive to excel at learning the fundamentals of our common core, and seek opportunities to provide input – share experiences, lessons learned, and expertise – to benefit the profession. Lastly, while you are engaged in honing your skills as warfighters, focusing on your overall personal well-being and developing the critical thinking needed to deal with uncertainty, **DO NOT FORGET TO PRIORITIZE HAVING FUN!** 🍷

DRIVE CHANGE, FORGE VICTORY!

...strengthening the profession of arms extends far beyond the confines of military academies and training grounds. It involves fostering a culture of professional discourse through consistent and practical application.



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



Brig. Gen. David Foley

PHOTO COURTESY ARMY PUBLIC AFFAIRS

GREETINGS FROM ARMY UNIVERSITY AND THE COMMAND AND GENERAL STAFF COLLEGE (CGSC)! IN THE LAST EDITION I SPOKE TO THE COMMAND AND GENERAL STAFF SCHOOL'S (CGSS) "EDUCATING LEADERS OF CHARACTER" (ELOC) PROGRAM AND THE IMPORTANCE OF INCREASING SOLDIER, CIVILIAN, AND LEADER DEVELOPMENT. The 2023 academic year stood as the pilot year for the ELoC series. It was a resounding success, and the program expanded its scope and frequency for the 2024 academic year. I'll touch on the highlights in this article as well as other mentorship and leader development opportunities this great institution offers the U.S. Army's senior captains and majors.

The Command and General Staff Officer Course (CGSOC) provides masters-level curriculum and instruction to nearly 5,000 U.S. Army Majors, Sister Service, and Interagency personnel annually. This year, there are 1,063 officers in the resident course at Fort Leavenworth, Kansas. The remainder of students complete the CGSOC through our satellite and blended campuses or through distance learning programs. No matter the venue, our mission remains to educate field grade officers to be agile, innovative, and adaptive leaders within increasingly complex and uncertain environments. Curriculum is the cornerstone but the myriad mentorship opportunities within and throughout CGSC enrich and solidify the student's experience and development.

Stewarding the Army Profession is critical to readiness, morale, and lethality. The ELoC program is a deliberate process to further develop officers who understand the enduring legal and moral principles of our nation enshrined in the Army Ethic and Army Values. Last year, CGSS piloted the Leaders of Character series with four panels: developing inclusiveness while maintaining diversity and equity; developing resiliency within an organization; women, peace, and security; and transitioning to organizational leadership.

This year, the program is divided into two themes: Leader Development and Professional Development. The Leader Development Series comprises four engagements over the academic year thematically encompassing civic principles that lay the foundation for service. The CGSS coordinates

for subject matter experts from outside the institution to lead the discussions. In contrast, the Professional Development theme focuses on leadership and principles more directly related to the individual and the Profession. These topics span from moral philosophy and cyber ethics to emotional intelligence.

Mentorship exists within, and throughout, the school – and beyond. Fort Leavenworth and CGSC are a place of convergence for the U.S. Army. Old connections are rekindled, and new ones are formed as thousands of officers flow through each year. This cycle creates a mentorship triad consisting of students, faculty and instructors, and Army senior leaders. The interaction between these populations serves as the fertile ground in which personal and leader development flourishes.

Daily interaction between the world-class CGSS faculty and students directly provides counseling, coaching, and mentoring unlike any other university.

Daily interaction between the world-class CGSS faculty and students directly provides counseling, coaching, and mentoring unlike any other university. Students also routinely congregate on their

own, whether it's a morning coffee or evening study group, to discuss ideas, forge new relationships, and share experiences. Student-to-student mentorship complements the more formal faculty-student interaction by providing a place for more candid conversation.

Last, students in resident CGSOC participate in multiple lectures and discussions with Army senior leaders throughout the school year. This provides greater context and strategic communication between budding field grade officers and leaders in the most influential and decisive positions in our Army. Often the lectures will be non-attributional to allow space for tough dialogue on important topics. The combined impact of formal and informal mentorship programs and opportunities amplifies the leader development founded in our professional military education. Ultimately, the experience provided at CGSC aligns with, and strengthens, the tenets of the Army Profession: trust, honorable service, military expertise, stewardship, and esprit de corps.

As always, it is a privilege to serve this organization and the Army! Thanks to the CGSC Foundation for all you do to contribute to the College and our students. 🙏

Educate to Win!



Command and General Staff School

Establishing a rigorous joint learning environment

by Col. Tommy Cardone, CGSS Director and
Lt. Col. Valiant A. Haller, CGSS Director of Academic Operations

Col. Tommy Cardone
Director, CGSS



PHOTO COURTESY ARMYU PAO

THE PROFESSIONAL BUZZ AND EDUCATIONAL ANTICIPATION HAVE RETURNED TO THE LEWIS AND CLARK CENTER AT FORT LEAVENWORTH, KANSAS. In July, the Command and General Staff School (CGSS) began welcoming student officers to the Joint Learning Environment that is the Lewis and Clark Center at Fort Leavenworth for the CGSS academic year 2024 (AY24). This year, CGSS continues the delivery of both resident and non-resident Joint Professional Military Education (JPME-I) and Military Education Level Four (MEL-4) programs through multiple modalities. The AY24 Resident Command and General Staff Officer Course (CGSOC) at Fort Leavenworth, educates more than 1,000 U.S. military officers, international military officers, and interagency partners.

CGSOC students arrived this summer in staggered waves for in-processing and academic preparatory classes covering basic doctrine and writing improvement. Army students from across all components comprise more than 76% of the AY24 class. They are followed by 11% from the other U.S. military services, including the Space Force. We are honored to host 120 International Military Students (IMS), 11% of the class, from more than 94 participating partnered nations. IMS representatives impressed the whole class by presenting their colors during the International Flag Ceremony, a tradition that marks the official start of the resident academic year.

The Tailorable, Talent-Based Military Education Level Four (TTBM4) blended learning experience began in August by welcoming over 100 Active and Reserve Army students for the CGSOC Common Core (CGSOC-CC) non-resident education collocated in the Lewis and Clark building. A new cohort of TTBM4 students will arrive in January 2024 and complete the CGSOC Advanced Operations Course (CGSOC-AOC). Concurrent with the resident and non-resident TTBM4 courses, CGSS continues to tirelessly deliver the CGSOC-CC curriculum to the rest of the Army at two satellite locations, Fort Belvoir and Redstone Arsenal. The remaining Army officers from all the components will receive their education and credentialing through the distance learning, and Total Army School System modalities.

The Guest Speaker program continues to nest with the overall curriculum that students' progress through during

CGSOC. Guest speakers of note thus far this year were the Colin L. Powell Lecture Series presenter, Ambassador Zalmay Khalilzad, and the Kermit Roosevelt Lecturer, Lt. Gen. Sir Charles R. V. Walker, Deputy Chief of Defense Staff (Military Strategy and Operations), United Kingdom.

Educating our future leaders as expert warfighters includes being knowledgeable of current doctrine. Students will receive a detailed brief from the Combined Arms Doctrine Directorate (CADD) on the changes incorporated in *Field Manual 3-0, Operations*, published Oct. 1, 2022. Students are also exposed to advanced doctrinal concepts and *Strategic Competition* (replacing "Great Power Competition") in the new Joint Publication 1-0, published Aug. 27, 2023.



PHOTO COURTESY ARMYU PUBLIC AFFAIRS

Dr. Mahir Ibrahimov, director of the CGSC Cultural & Area Studies Office (CASO) introduces the panel members for the Sept. 14, 2023, CASO event entitled "U.S. Foreign Policy in the Indo-Pacific: Building the Quad for Great Power Competition." CASO events provide another opportunity to enhance the professional military educational environment at CGSC.

Modernization efforts continue within the Lewis and Clark Center as CGSS coordinates with Army University on classroom requirements. The Army University G6 (Communications) staff is continuing the pilot of the Bring Your Own Device (BYOD) and the Azure Virtual Desktop (AVD). Student feedback and experiences are being collected to determine future requirements. Two Resident staff groups will execute their education in 2 of these model classrooms this academic year as a proof of concept as a validation/informing event.

The Command and General Staff College provides other personal and professional development opportunities as resident students acclimate to the academic environment and
- continued on page 10



Above is a screen capture of an “Educating Leaders of Character (ELoC)” video presentation on Oct. 17, 2023, featuring Dr. Peter Kilner, from the U.S. Military Academy at West Point. Kilner’s presentation entitled “E Pluribus Unum: The Virtues that Unite Us” was focused on understanding character development and how shared virtues unite us all. – Watch the video on the CGSC Facebook page at the link below.



Watch the video online: <https://www.facebook.com/USACGSC/videos/1009369500311022>

learn to face the inherent challenges. These include the Educating Leaders of Character (ELoC) program: a deliberate process providing robust opportunities to further develop officers who understand the enduring legal and moral principles of our Nation enshrined in the Army Ethics and Army Values. This program ensures officers are prepared to transition into their role as senior stewards of the Army profession. This year, the ELoC program complements the CGSOC curriculum by hosting 12 events for students to hear and engage with distinguished lecturers on various topics related to being and developing Leaders of Character.

The CGSC Cultural & Area Studies Office continues its mission of enhancing the professional military educational (PME) environment through a panel and seminar series discussing issues of operational and strategic importance. Themes this year focus on issues within the Indo-Pacific region, including “U.S. Foreign Policy in the Indo-Pacific: Building the Quad for Great Power Competition.” The Indo-Pacific theme parallels and supports the Indo-Pacific scenario that will be validated during the Advanced Operations Course.

New this year and as a follow up from last year’s ELoC panel discussion

is the Combined Arms Center Female Mentoring and Morale Program (FMMP) in direct support of one of the objectives in the DoD “Women, Peace and Security Strategic Framework and Implementation Plan.” The objective is to “promote women’s meaningful participation with partner nations and strengthen partner nation security sector’s recruitment and retention of women.” The FMMP mission is to “provide professional support to female Soldiers, thereby encouraging them to pursue extended careers in the Army. The FMMP hosts monthly mentoring, leader development, and social events around Fort Leavenworth. Multiple WPS-related courses are available to resident CGSOC students during electives.

Student participation in the Army’s Assignment Interactive Module version 2 (AIM2) Marketplace that begins in the fall is critical to setting conditions for future success. Senior leaders have engaged with students in several events to prepare for this process. The CGSS-sponsored “Branch Week” allowed students to network with branch representatives. Commanding generals of the U.S. Army Recruiting Command and Command Center of Excellence spoke to the students about the opportunities to succeed within their commands. As students develop

their follow-on assignment criteria, Army units send representatives to CGSC for unit information briefs and in-person interviews. Students can interview with as many units as desired to determine the best fit for their career and life situation. When the AIM2 Marketplace opens, the students prioritize their preferences by duty title and location in the system. They also indicate and self-sell their skill sets and experiences in a resume format as their personalized input. Army units worldwide use AIM2 to understand more about the individual officers and prioritize and rank students for their respective organizations. Once the units make their final selections, students receive follow-on orders for their subsequent duty assignments.

The CGSS faculty and staff continue to establish a rigorous joint learning environment in pursuit of our mission to develop highly competent and professional field grade general staff officers with the warfighting, historical, leadership, and decision-making expertise to enable Army combined arms formations to successfully execute Large Scale Combat Operations and Multi-Domain Operations. This year will be personally and professionally rewarding to students, faculty, and staff who accept the academic challenge. 🇺🇸



School of Advanced Military Studies

Providing Enduring Value

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

Col. Andy Morgado
Director, SAMS



PHOTOS COURTESY ARMYU PAO



School of Advanced Military Studies Class of 2023 begins their graduation ceremony May 25, in Eisenhower Auditorium at the Lewis and Clark Center on Fort Leavenworth, Kansas. The class consisted of 95 students graduating from the Advanced Military Studies Program and 16 from the Advanced Strategic Leadership Studies Program. The class also included 17 international officers from nine countries and four federal civilian employees.

It helps to determine interdependencies between core and peripheral problems...so the prime decision maker can stay focused on the larger systemic problem.

– Detrich Dorner, *The Logic of Failure*

THIS PAST MAY, THE SCHOOL OF ADVANCED MILITARY STUDIES (SAMS) GRADUATED ITS 40TH CLASS OF ADVANCED MILITARY STUDIES PROGRAM (AMSP) OFFICERS. Over these four decades, SAMS updated its curriculum in a way that sought to balance core and peripheral issues. Some challenges endure while others, while not necessarily peripheral, fade from importance. While adapting to changing battlefields and operational requirements, SAMS remained true to an enduring educational approach and a core set of outcomes for graduates of our program. Our approach anchors on the ability to facilitate a study of operational art through the lenses of theory, history, doctrine, and application. In addition to this approach, we focus on four main outcomes for our graduates. These are inculcating an understanding of the operational environment, developing expertise in current doctrine, creating professionals capable of advising senior leaders and training them to be experts in coaching, teaching, and mentoring fellow professionals. These core outcomes are the essence of our school’s continued value to the Army and ultimately the reason for our existence.

Providing the Army and Joint Force officers that are capable of leading teams to solve complex problems starts with developing an understanding of the operational environment. This is to understand the problem and the

context for action. Our courses on Operational Design, Great Powers Perspectives, Reflections on Warfare, and the Future Operational Environment provide our officers not only context, but provide adaptable tools to study and appreciate the mission, operational and strategic variables. Great Powers Perspectives is our most recent addition to the curriculum and takes a novel approach in studying strategic context. The course groups students in seminars oriented on key allied nations and adversaries. The course challenges students to view ourselves through the eyes of North Korea, China, Russia, Iran, Turkey and India. They are then provided a series of “12 Meta-questions” to apply to the study of any nation to define its essential attributes. This course helps us understand who we are, how others might see us and how nations interact.

Another key aspect of understanding for our students is gaining a full understanding of our doctrinal foundations and how we wage war. AMSP graduates are looked to by division and corps commanders to be experts on doctrine and its application. The aptly named Multi-Domain Operations (MDO) course is our newest course of study. With the Army’s Field Manual 3-0 *Operations* at its core, we explore the theoretical underpinnings and historical foundations of the Army’s doctrine. In MDO we address the five domains and three dimensions by incorporating multiple perspectives and subject matter experts. We expanded previous versions of the course by allocating more time to the Cyber, Space and Maritime domains. Understanding how these domains are inextricably linked to our operations

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on land and air requires a deep appreciation of emerging trends not only on battlefields but in their larger societal context. We frequently leverage the expertise of the larger institutional Army and Joint Force to provide sufficient depth in areas such as cyber, artificial intelligence, data and space. We then ensure our exercise program replicates realistic conditions so our students can apply their doctrinal understanding in situations they are likely to face.

Understanding the operational environment and establishing a firm grounding in doctrine form the foundation for our third desired outcome, namely, providing senior leaders with officers that “think like them” and enable their ability to drive the operations process in large, complex organizations. We educate officers to perform this role by providing them sense-making tools, practice communications skills and cultivating an ability to synthesize large amounts of information into a digestible and actionable whole. We accomplish this through two principle mechanisms. First is the daily student interaction with a dynamic teaching team consisting of a former battalion commander (and likely future brigade commander) and an accomplished professor. This “one-two” punch of military and academic expertise provides a near-constant feedback loop on student performance. Secondly, we provide multiple opportunities for our officers to apply their synthesis, sense-making and briefing skills, both in the classroom and through our exercise program. In exercises, former general officers serve as senior mentors to provide guidance and feedback. Over time and with repetition, our students gain a competence and capacity to brief senior leaders in a concise and effective manner.

The final piece of the outcome puzzle is developing officers that can teach, coach and mentor operational planning teams. If there is one skill or outcome that distinguishes an AMSP graduate from their peers, it is this ability to lead above, beside, and below in large, diverse organizations. From the very first day in the program, we impress upon our students that their ultimate worth will depend on their ability to be good leaders, good planners, and good team-mates. The greatest value our graduates bring to an organization is not their individual skill or intellect, but their ability to bring together the greater and more powerful collective intellect of staffs and subject matter experts. AMSP graduates must be able to draw together the best ideas from a diverse group that are collectively smarter and more capable. The previously mentioned dynamism, rigor and repetition provided by our teaching team is but one component in our approach. It is in our exercise program that completes the process. We conduct six distinct exercises throughout the year that progressively gain in complexity. Our internal exercise team receives augmentation from the Mission Command Training Program (MCTP) and the MAGTF Staff Training Program (MSTP) for two of the exercises. MCTP and MSTP



Maj. Ryan J. Orsini, U.S. Army, received the Colonel Thomas Felts Leadership Award, considered the top award in the School for Advanced Military Studies (SAMS), from CGSC Commandant Lt. Gen. Milford H. Beagle Jr., during the SAMS Class of 2023 gradation ceremony May 25, in the Eisenhower Auditorium of the Lewis and Clark Center on Fort Leavenworth, Kansas. The award is presented to the student who best exemplifies the desired attributes of an Advanced Military Studies Program graduate. The award is named in honor of Felts, who graduated from the Advanced Military Studies Program in 1998 and the SAMS senior program in 2005. He was killed in action in Iraq in 2006. The award is sponsored by the CGSC Foundation through a donation from Col. (Ret.) and Mrs. Douglas L. Tystad.

provide expert observer/controller trainers and retired general officers as senior mentors. This rigor, realism and repetition produce officers that are ready to effectively lead operational planning teams and produce results.

At SAMS, we are very aware that methods that worked yesterday may very well not work tomorrow. Each course and method must be continually evaluated for suitability and effectiveness. Over time, we have adjusted course content and approaches to meet the demands of our nation, Army and battlefield realities. What has stood the test of time is our focus on the four primary outcomes for each student: understand the operational environment, doctrinal expertise, enable senior leaders, and the ability to lead planning teams. These focal points have endured the test of time and will continue to form the core of our organizing ideas into the foreseeable future. Of course, as all things change, we will assess and adapt to ensure we continue to provide enduring value to our nation, Army, joint force and international partners. 🇺🇸

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



For more photos and the full video of the SAMS Class of 2023 gradation ceremony, read the full story online:

<https://www.cgscfoundation.org/sams-graduates-111-seed-planters>



School of Advanced Military Studies Special Feature:

Providing service while learning

by Dr. Jim Greer, Assistant Professor, School of Advanced Military Studies

The School of Advanced Military Studies (SAMS) is acknowledged as the premier leadership and planning school in the Department of Defense. Within SAMS, the Advanced Military Studies Program (AMSP) develops field grade officers for future command and staff positions. The Advanced Strategic Leadership Studies Program prepares senior leaders for strategic leadership positions, while the Advanced Strategy Plans and Policy Program provides opportunities for officers to earn a doctorate in critical national security study areas. Yet, the contribution of SAMS is far more than just academic preparation for future duties.

Throughout most of its history, SAMS has contributed to the efforts of both the institutional and operational forces. Throughout the 1990s, SAMS' seminars from both the field grade and senior courses participated in the Training and Doctrine Command's Unified Quest series of wargames. In doing so, SAMS students provided intellectual and experiential contributions to the design of future forces and capabilities for the Army and the Joint Force. More recently, SAMS has contributed to that effort by participating in the Army Futures Command Campaign of Learning, both in terms of concept development and assessment of future capabilities.

In support of the operational force, since the terrorist attacks of 9/11, SAMS students have provided direct support to operational planning and complex problem solving. During the Global War on Terror teams of SAMS students provided planning support to U.S. Central Command for operations in Afghanistan, Iraq and the Horn of Africa. SAMS students also provided strategic planning support to U.S. Northern Command and U.S. Southern Command for counter-terrorism efforts aimed at protecting the homeland.

Nor has planning support been limited to operational support. At the height of the COVID-19 crisis SAMS created four teams to assist the response efforts. SAMS teams provided planning support to the Federal Emergency Management Administration and to the U.S. Army Corps of Engineers as both those organizations sought to rapidly develop and enact a nation-wide response to the effects of the virus. Simultaneously, a SAMS team supported the U.S. Army Medical Command in developing the Army response to the virus, while another team worked for the Army's Human Resources Command in solving the complex problem of restarting personnel moves once the COVID

quarantine period ended.

In providing support throughout the years SAMS has always combined learning with service. The tasks SAMS has performed in all these efforts directly corresponds to the learning objectives of the various programs. The emphasis has been on planning and complex problem support, two areas of emphasis in the SAMS education, so that students gain practical experience in exactly what they will do after they graduate. Futures wargaming in support of TRADOC and Army Futures Command reinforced the topics within the SAMS Futures Course syllabus. SAMS operational planning support was often for regions to which the students would be assigned once they graduated, providing valuable insights into the missions, cultures,

This past spring SAMS AMSP students provided planning support to the Security Assistance Group – Ukraine, applying their operational design and futures planning skills to the complex challenges of U.S. and coalition support to the defense of Ukraine against the Russian invasion.

governments and military forces of the regions. Thus, these various support missions have not been a task to be endured, but rather opportunities to learn and grow professionally.

Current SAMS Director Col. Andy Morgado has continued the practice of SAMS not being just an educational institution, but one that also contributes directly to Army missions. In doing so he has stressed the linkage between learning and practice. Within his intent, in the last year SAMS has conducted several support missions.

This past spring SAMS AMSP students provided planning support to the Security Assistance Group – Ukraine, applying their operational design and futures planning skills to the complex challenges of U.S. and coalition support to the defense of Ukraine against the Russian invasion. Another team from SAMS providing planning support to the 21st Support Command in Europe as the U.S. flowed military forces into Europe for the defense of the North Atlantic Treaty Organization.

Additionally, Col. Morgado instituted a program to integrate SAMS students into the Mission Command Training Program Warfighter Exercises of the divisions and corps they will join upon graduating. This provides students valuable experience while also introducing them to the staffs they will shortly join.

Today, SAMS remains a premier educational institution, but one that also contributes directly to the U.S. Army in accomplishing its missions. Along the way SAMS students gain valuable experience to supplement their education in the history, theory, doctrine and practice of military operations in defense of the nation. 🇺🇸



School for Command Preparation

Functional Command Development Course: Developing tomorrow's TDA commanders



PHOTO COURTESY COL. PANGELINAN

by Col. James Pangelinan, SCP Director and
Lt. Col. Andrew Kocsis, SCP Operations

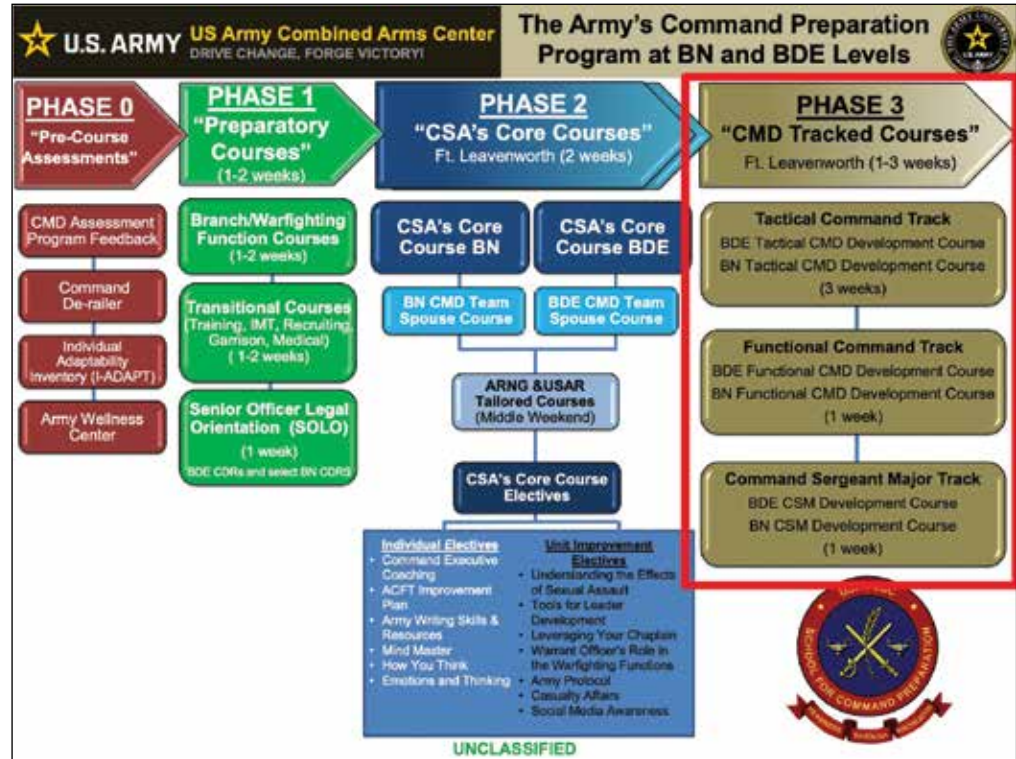
Col. James Pangelinan
Director, SCP

AT THE START OF FISCAL YEAR 2022 AND AT THE DIRECTION OF THE CHIEF OF STAFF OF THE ARMY AND THE TRAINING AND DOCTRINE COMMAND (TRADOC) COMMANDING GENERAL, THE SCHOOL FOR COMMAND PREPARATION (SCP) EXECUTED its most comprehensive and collaborative redesign of the Army Command Preparation Program (CPP) in over a decade. This redesign codified a four-phased approach to brigade and battalion CPP. The collaboration of this redesign encompassed the Army's Centers of Excellence, Human Resource Command, the School for Command Preparation, the Army National Guard, and U.S.

Army Reserve. Under the redesign, Phase 1 of the program consists of the Preparatory Courses, taught at 12 locations across the Army, and Phase 2 consists of the Chief of Staff of the Army's Core Course, taught as a resident course at Fort Leavenworth.

However, this article draws attention to Phase 3 (see chart above right) which is the follow-on resident course to Phase 2 of CPP. This phase introduced two new five-day courses (Brigade and Battalion Functional Command Development Courses – "FCDC") alongside the pre-existing Tactical Commanders Development Course and Command Sergeant Major Development Course thus creating a tracked concept for brigade and battalion commanders going to deployable tactical units (MTOE) or to nondeployable TDA (Table of Distribution and Allowance) units, as well a specific track for all command sergeants major.

By designing Phase 3 as a tracked concept, the curriculum grew to incorporate and provide a closer examination of several subject areas and now provide the TDA commander the tools to apply a Mission Command approach using commander's activities of "understand, visualize, describe, direct, lead and assess." These tools allow commanders



with diverse formations of military and Army civilian professionals the ability to better understand their unique operational environment and ultimately generate readiness through development, resource, and risk management.

FCDCs are taught through seminar-facilitated discussions and enhanced by subject matter experts from across the Army who come to Fort Leavenworth for the course. The experts cover topics such as legal, social media, risk management, and civilian personnel management and development. Their expertise allows FCDC students to more closely examine these topics and their effects on TDA organizations. Although some of these topics are covered in other phases, battalion FCDC students get to use the seminar time to discuss and consider these topics with other TDA commanders.

Instructors from the Judge Advocate General's Legal Center and School facilitate more than 16 hours of legal instruction for FCDC students. Their classes range from fiscal, government ethics, and contract law, to labor relations and command influence. Similarly, Army Public Affairs experts lead discussions with FCDC students on public affairs, social media roles and functions, community

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School for Command Preparation Special Feature:

Command Sergeant Major Development Course

by Command Sergeants Major Gareth J. Kilpatrick and Osvaldo A. Martinez.



PHOTO BY CSM OSVALDO MARTINEZ

Sgt. Maj. Michael J. Perry, senior enlisted advisor to the U.S. Army Deputy Chief of Staff - G9 (Installations), speaks to brigade and battalion command sergeants major in the Command Sergeant Major Development Course at DePuy Auditorium, Fort Leavenworth on Aug. 30, 2023.

IN 1967, THE CHIEF OF STAFF OF THE ARMY (CSA) ESTABLISHED THE COMMAND SERGEANT MAJOR (CSM) PROGRAM. The CSA also directed that the insignia of the CSM be changed by adding a wreath around the star to create a more recognizable rank. Since the establishment of the position, the process of selecting sergeants major (SGM) to serve as the CSM at the battalion and brigade level has evolved and matured, and the professional military education requirements to prepare these CSMs has also evolved and improved.

When command sergeants major are selected through the command selection list board at Human Resources Command, Fort Knox, Kentucky, they begin registration for required Command Preparation Program courses. Central to the program for CSMs are two resident courses taught by the School for Command Preparation at Fort Leavenworth, Kansas. The first is the Chief of Staff of the Army's Core Course, commonly referred to as the "PCC," and the second is a resident follow-on course, known as the Command Sergeant Major Development Course (CSMDC) for both battalion and brigade selectees. (see chart, page 14)

The CSMDC is attended by Regular Army, Army National Guard, and U.S. Army Reserve Soldiers. The course provides an in-depth examination of the responsibilities of the CSM as the senior noncommissioned officer of the unit as stated in Army Regulation 600-20, charged with carrying out, "command policies, maintaining standards and discipline, and advising the commander on the

performance, training, appearance, and conduct of enlisted Soldiers." The course provides a unique opportunity for the CSM students to expand their self-awareness, strengthen their understanding of teamwork, and reflect on their individual leadership competencies. The course curriculum is far more "command" focused than the education students receive at the Sergeants Major Academy.

The course is facilitated by post-battalion and post-brigade level Command Sergeants Major that are selected for a second time at their requisite level by the command selection board. Their vast experience supports the long-term visualization of the Command Preparation Program's five lines of effort: mission command approach, developing leaders, multi-domain operations/large scale combat operations, generating readiness and army policy programs and regulatory requirements.

The battalion-level CSMDC emphasizes the CSM's role in generating readiness, assisting with operations, executing a leader development program, fostering esprit de corps, and understanding their role as keeper of the colors, traditions, and the unit's history. Battalion faculty facilitate these topics using both small group discussions and nominative SGM or CSM guest speakers. One day is set aside for key leaders from Army G1 staff, Human Resources Command and Army Public Affairs to provide engagements and presentations of relevant information that will assist all CSM selectees as they prepare to assume their positions. The battalion course culminates with every

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outreach, and digital media management. They also learn how to leverage a “Battalion Unit Public Affairs Representative.” By bringing the Army public affairs experts to the FCDC, functional commanders gain a better understanding for their obligation to tell their organization’s story. Further, by understanding the resources available at both the brigade and battalion level, TDA commanders can keep the Army and community informed and establish conditions to promote confidence in their organization’s ability to generate readiness for the Army.

In addition to examining legal and informational aspects affecting TDA organizations, FCDC focuses on the human element by examining both military and civilian professional leader development. During the small group seminars, the commanders learn about and then visualize and describe what leader development can look like with their command. As part of this process, SCP brings in subject matter experts from Army University and the Fort Leavenworth Civilian Personnel Advisory Center (CPAC) to help students understand the recruitment, retention, and sustainment of a high-quality volunteer force. CPAC experts explain and discuss the management and enterprise solutions of civilian human resources. Additionally, Army Management Staff College experts lead discussions on the various components comprising Army Civilian Education and leader development. Last, subject matter experts from Army Human Resources Command provide briefings on the Army’s Talent Management Alignment process and

AIM Market places to attract, promote, and keep the right people in their formations and grow the Army for tomorrow. Through the deeper examination of the personnel systems, TDA commanders can better understand, visualize, and describe their approach to leader development and enable their organizations to operationalize it.

Since the inaugural brigade and battalion pilot courses began in October 2022, FCDC enrollment has steadily increased. At the beginning of FY23 FCDC was officially recognized by TRADOC and listed in the Army Training Requirements and Resources System (ATRRS). At the conclusion of FY23, more than 400 TDA brigade and battalion commanders will have completed the FCDC courses. In FY24, FCDC will attain accreditation by the International Association of Continuing Education and Training (IACET), allowing future students to receive Continuing Education Units (CEUs) for their attendance.

More importantly, the students who have participated in the FCDC courses have provided overwhelmingly positive feedback. They appreciate the time to learn, examine, collaborate, and deliberately reflect on the factors adversely impacting their organizations’ ability to generate readiness. They’ve also shared that the small group discussions on how to better understand their organizations and apply a Mission Command approach have made the tailored curriculum invaluable in their preparation for assuming command. 🙌

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student giving a presentation on a leader development strategy they created. The leader development strategy assists CSM selectees with a better understanding of how to establish and maintain a leader development program within their organization.

The brigade-level Command Sergeants Major Development Course facilitates a deeper understanding of the role of the brigade CSM in assisting the commander in solving problems, executing mission command, and operationalizing the commander’s vision and intent. The course provides the brigade CSM with both knowledge and experiential insight, so each is more capable of extending command influence.

The course emphasis is on understanding the ability to drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing, building teams among formations, conducting inform and influence activities, and how to provide effective organizational leadership. It leverages the adult learning model in an executive education format using small-group instruction.

As with the battalion course, senior Army leaders provide presentations and participate in mentorship and leader development discussions to help students increase their sense of shared understanding of the strategic context

each will encounter in their brigade. The brigade course culminates with a group study presentation that leverages the student’s experience by using the Army problem-solving process. In the group study the students tackle enterprise-level issues that occur at the brigade level such as retention/recruiting, counter-productive leadership, Army sponsorship program and leveraging social media.

The CSMDC is unique as the only course within the institutional domain of the Army leader development model, where up to 85 CSMs from diverse backgrounds and components interact, network, problem solve, and share experiences. Nowhere else will you find this much experience and knowledge from the noncommissioned officer corps at the same time. Furthermore, conditions have been set for accreditation of the course through The International Association for Continuing Education and Training for FY24, which will allow students to earn continuing education units. The course builds on the professionalization of the noncommissioned officer corps and allows CSMs to reflect on how to operate comfortably within the increasing complexity found at more senior levels and assists them to become a trusted leader of character who gets results, builds the team, and inspires long term commitment to the Army. 🙌



Sergeants Major Academy

Balancing family, education and leadership:

My SGM-A Fellowship Experience

by Sgt. Maj. Lisa M. Walker, Department of Army Operations, Sergeants Major Academy

THE SERGEANTS MAJOR ACADEMY (SGM-A) FELLOWSHIP PROGRAM IS A DISTINGUISHED MERIT-BASED SCHOLARSHIP INITIATIVE THAT OFFERS SELECT SERGEANTS MAJOR THE OPPORTUNITY TO PURSUE ADVANCED EDUCATION in Adult Education at Pennsylvania State University or Instructional Design, Development, and Evaluation at Syracuse University. I was a part of COHORT 8 and attended Penn State University. The fellowship program has unique advantages; it aligns with the Army's vision of producing agile, adaptive, and innovative leaders while enhancing work-life balance.

One of the key aspects of my participation in the SGM-A Fellowship Program was the positive impact it had on my personal life, particularly my children. Unlike many other assignments in my military career, this program allowed me to keep a stable daily schedule, enabling me to take my children to school daily. This simple routine had a priceless impact on my family life. It allowed me to be present in my children's lives, fostering stronger bonds. Reintegrating myself into my family life was an incredible experience that not only strengthened our connections, but also made me extremely aware of the importance of achieving a healthy work-life balance. This balance became a driving force that motivated me to continue my career in the Army, knowing that the Army's commitment to programs like the SGM-A Fellowship supported not only professional growth, but also the well-being of families.

On the professional front, I chose to pursue a Master of Education degree at Penn State University, specializing in the Global Online and Distance Education option. The program's focus is on historical and contemporary aspects

of distance education. The program offered a diverse range of elective courses covering critical topics such as educational theory, program planning, and emerging technologies. These courses equipped me with a solid foundation in educational practices and instructional design, which proved invaluable in my role as a Department of Army Operations instructor.

The SGM-A Fellowship Program is not just a nice-to-have opportunity; it is a crucial component of the Army's broader objective to cultivate agile, adaptive, and innovative leaders capable of thriving in uncertain and chaotic environments. As articulated by the Secretary and the Chief of Staff of the U.S. Army in 2014, it is imperative to invest in educational programs that enhance the intellectual capacity of Soldiers and civilians. This transformational approach to

education ensures that our leaders are well-prepared to lead Army, joint, interagency, and multinational task forces effectively.

The SGM-A Fellowship Program is a testimony to the Army's commitment to the transformation and the development of its leaders. My experience in the program not only enhanced my personal life by strengthening family bonds, but also enriched my professional life.

As the Army deals with today's challenges, programs like the SGM-A Fellowship are crucial for training leaders who can handle uncertain situations. My time in this fellowship changed me and gave me the skills to be a more present mother and instructor in the Army. 🇺🇸



Sergeants Major Academy instructor Sgt. Maj. Lisa Walker teaches "Multidomain Operations" at the academy on Oct. 11, 2023.

PHOTO BY RICHARD B. ADAMS



Read more about the SGM-A Fellowship Program online:

<https://www.ncoworldwide.army.mil/Academics/SGM-A-Fellowship-Program>



Department of Distance Education

Non-Resident ILE-Common Core and AOC options

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

Col. Eric P. Samaritoni
Director, DDE



PHOTO COURTESY ARMY PAO

THERE ARE SEVERAL WAYS ARMY OFFICERS CAN COMPLETE ILE-COMMON CORE (CC), BUT WHICH ONE SHOULD A STUDENT TAKE? In typical CGSC fashion, the answer is, “it depends.” As soon as an officer becomes a captain promotable, the clock officially starts. It’s also a time in an officer’s career where they are starting or growing families, serving in key development jobs, or having unique opportunities present themselves. While The Army School System (TASS) modality’s live instruction/student interaction is great for one officer, it may be prohibitive for another. Likewise, completing ILE-CC through pure distance learning (DL) may not be the ideal learning environment for others. So, what options are available for the diligent officer trying to satisfy multiple requirements?

The best news is that as an officer’s life changes during the year, so can their ILE-CC experience. The curriculum and structure are designed to allow officers to jump between TASS and DL modalities as their lives change. An officer who unexpectedly must take care of a family member does not need to be overly worried about ILE. If the student is not approaching the milestones outlined in the Department of Distance Education’s (DDE) 36-month policy, the student can “take a knee” and help with family. In a worst case, students can reach out to the block subject matter expert (SME), Student Operations, or myself to discuss potential solutions for life events that prohibit ILE-CC completion within 36 months. We will do the best we can to assist a student while conforming with our accreditation guidelines.

Built into the DL modality is ample buffer time based on the projected number of hours per week a student needs to put towards ILE-CC. For example, ILE-CC Phase 1 is offered through monthly cohorts that enroll on the first business day of the month. Each Phase 1 cohort is six months in length. The total time needed to complete Phase 1 based on an eight (8) hours per week structure is 11 weeks or just under three months. DDE has effectively built in twice the time required per phase to assist students with life events. Further, the total maximum time for ILE-CC from Phase 1 enrollment to Phase 3 graduation is 36 months. This provides an additional one-year buffer on top of what is already built into each phase to further assist students experiencing life events. However, this requires the DL student to manage their time efficiently and without oversight. SMEs are available every day, but there will not be an instructor checking in with them on regular intervals. For students who need a structured curriculum with live instructors, the TASS modality may suit them better.

Students attending the TASS modality do not have a

built-in buffer during a phase, but thanks to the compressed timelines and live instruction, students complete Phases 1 and 3 in two weeks (normally their annual training for the year), and Phase 2 for one-weekend per month (normally their IDT battle assemblies or drills) over eight months. Students must keep in mind that during Phase 2, there are outside hours required to complete the phase due to the phase’s length and complexity of topics. However, the TASS modality ensures students stay on a successful glidepath towards graduation.

The best feature of TASS/DL ILE-CC is the ability to jump between the two modalities after each phase. During a student’s Phase 1, a two-week TASS option may have worked best for their schedule. For Phase 2, the student needs to get through the blocks as quickly as possible. In this case, DL may be the better option to finish sooner than the eight-month need to finish through TASS. Finally, a student may feel that they want to be back in a live face-to-face setting for Phase 3. The student can then apply for the next TASS Phase 3. In other words, the TASS/DL ILE-CC modular design allows students to plug-and-play each phase based on their own unique life situation. Once students complete their ILE-CC, it is time to tackle the one-year DL Advanced Operations Course (AOC).

AOC is a little more straight-forward. All basic branch officers must complete either AOC or one of the approved credentialing courses found in AR 350-1. Special branches and Functional Areas each have their own credentialing courses or programs to grant JPME-1/MEL4. For students who attend DDE’s one-year synchronous AOC, we offer three starts: January, May, and September. Seats are highly prized and often fill up four months or more in advance. Potential DDE AOC students also compete with active duty, national guard, and army reserve officers for the limited quotas held by each component. For these reasons, any potential student who desires to attend AOC should submit their ATRRS application as soon as they complete ILE-CC Phase 3.

There are many ways that officers can complete their ILE experience. TASS and DDE offer a flexible ILE-CC schedule to fit nearly every student. For students who need structure and compressed timelines, TASS is their best option. For students who want more freedom and pace to complete ILE-CC, DL is their best option. DL AOC is a full year of synchronous learning with a staff group. In the end, DDE attempts to provide enough options to the student population that at least one of those options is an acceptable course of action for each student. 🍷

Women and Leadership

Women and Leadership Program update

by Michelle Garcia

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



Michelle Garcia
Program Coordinator

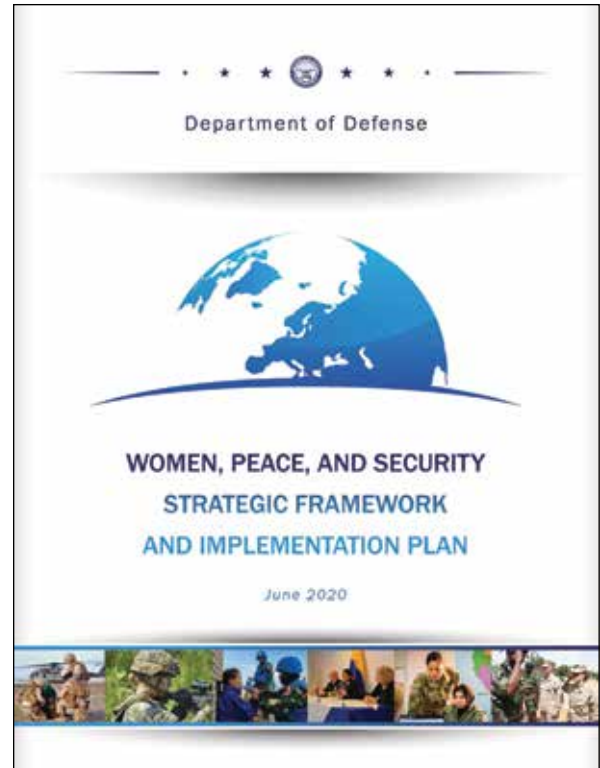
PHOTO COURTESY MICHELLE GARCIA

THE WOMEN AND LEADERSHIP PROGRAM KICKED OFF ITS 5TH YEAR WITH A SOCIAL/NETWORKING EVENT AT THE FRONTIER ARMY MUSEUM ON AUG. 10. This event provided the students access to volunteer mentors from the staff and faculty of CGSC and Army University. Several schools within the College and several local ArmyU organizations were represented. This increased representation also included a significant increase in the number of men volunteering to be mentors.

Based on student feedback at the welcome event, we developed a focused discussion program on topics the attendees expressed interest. This program is the Fall Women and Leadership Education Series located in the Lewis and Clark food court. The time and location of the events facilitate student attendance before and after class to reduce conflicts with childcare and travel time. One or two mentors lead the discussion and all mentors receive background information on the topic to continue the discussion one-on-one with the students they mentor.

The CGSC Women and Leadership program is open to women of all nationalities, services, and agencies associated with the U.S. Army Command and General Staff College. The program is nested within the broader initiatives of CAC Command Policy 20, Female Mentoring and Morale Program. The Female Mentoring and Morale Program provides monthly, large group gatherings that reach a broader audience that is beyond the charter of the CGSC Foundation. Both programs directly contribute to CAC and CGSC implementing Objective 1 of the DoD Women, Peace, and Security (WPS) Strategic Framework Implementation Plan (SFIP). That objective 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.*

Based on student feedback, we will develop a format and location for another series in the Winter/Spring of 2024. Anyone interested in participating in or supporting the Women and Leadership Program can contact Michelle Garcia at: michelle.m.garcia.civ@army.mil or Dr. LisaRe Brooks Babin at lisare.b.babin.civ@army.mil. 🐾



The CGSC Women and Leadership program is based on the objectives outlined in the DoD "Women, Peace and Security" initiative. Use the link at the bottom of this page to download the plan.

Fall 2023 Women and Leadership Scheduled Events Remaining

December: How to Have a Productive Cross-Gender Mentor Relationship

Dec. 5, 7:30-8:15 am – Coffee Club

Dec. 7, 12:30-1:30 pm – Lunch & Learn

Unless stated otherwise, these events take place in the food court located in the lower level of the Lewis and Clark Center. The CGSC Foundation and First Command are sponsors of the program.



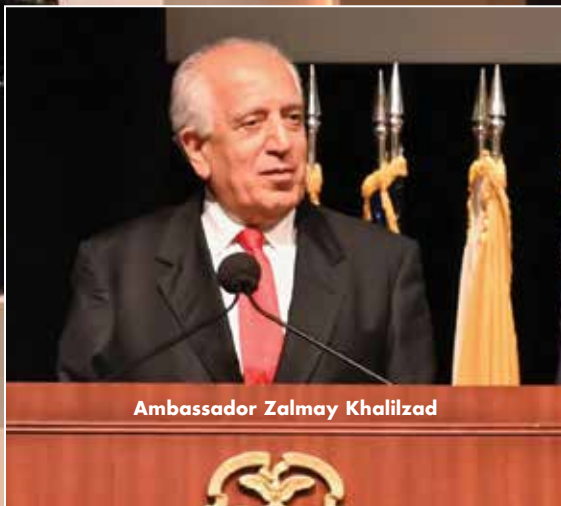
Read the DoD "Women, Peace, and Security Strategic Framework Implementation Plan" online:

https://media.defense.gov/2020/Jun/11/2002314428/-1/-1/1/WOMEN_PEACE_SECURITY_STRATEGIC_FRAMEWORK_IMPLEMENTATION_PLAN.PDF



Colin L. Powell LECTURE SERIES

U.S. Army Command and General Staff College
Fort Leavenworth, Kansas



Ambassador Zalmay Khalilzad

Former Ambassador to Afghanistan, Iraq, United Nations delivers Class of 2024 Powell Lecture

by Mark H. Wiggins, Managing Editor

Ambassador Zalmay Khalilzad presented the annual Colin L. Powell Lecture for students of the Class of 2024 at the U.S. Army Command and General Staff College Sept. 12, 2022, at Fort Leavenworth's Lewis and Clark Center.

Khalilzad began the morning with his presentation in Eisenhower Auditorium addressing the students of the Command and General Staff Officers Course Class of 2024. After his remarks and a short question and answer period, he visited a classroom to have a more intimate question and answer session with a 16-student seminar group. Afterward he had lunch with CGSC senior leaders and faculty along with leadership and trustees of the CGSC Foundation who sponsored his visit to the College.

That evening Khalilzad was the guest speaker at a downtown Kansas City event hosted by the CGSC Foundation as part of the Foundation's "Distinguished Speaker Series." Foundation Trustee Farhad Azima, an old friend of the ambassador, introduced the ambassador during the dinner event and then facilitated the "fireside chat" with the ambassador after the dinner, which was attended by more than 200 people.

Khalilzad served as the U.S. ambassador to Afghanistan from 2003 to 2005, as the U.S. ambassador to Iraq from

2005 to 2007, and as the U.S. ambassador to the United Nations from 2007 to 2009. He also served as the U.S. special representative for Afghanistan reconciliation from 2018 to 2021. Prior to his duties as ambassador, Khalilzad served as a special presidential envoy on the National Security Council and a deputy undersecretary in the Department of Defense. He also previously served as a political scientist in the Rand Corporation and as an assistant professor of political science at Columbia University.

Born in Mazar-i-Sharif, and raised in Kabul, Afghanistan, Khalilzad received his bachelor's and master's degrees from the American University of Beirut and his doctorate from the University of Chicago. He is the author of *The Envoy: From Kabul to the White House, My Journey Through a Turbulent World*.

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

The CGSC Foundation sponsors the series. 🇺🇸



Read the full story online and see more photos and video:

<https://www.cgscfoundation.org/former-ambassador-to-afghanistan-iraq-united-nations-delivers-class-of-2024-powell-lecture>



Ambassador Zalmay Khalilzad delivers his remarks during the annual Colin L. Powell Lecture for students of the Command and General Staff Officers Course Class of 2024 in Eisenhower Hall in Fort Leavenworth's Lewis and Clark Center Sept. 12, 2023.



CGSC Deputy Commandant Brig. Gen. David Foley, left, presents Ambassador Zalmay Khalilzad with a commemorative Colin L. Powell coin in appreciation of his presentation as the Colin L. Powell Lecture Series speaker for Academic Year 2024. CGSC Foundation Interim President/CEO Lora Morgan and Command Sgt. Maj. Jason C. Porras, the Army University Command Sergeant Major, joined in the presentation. The CGSC Foundation sponsors the lecture series each year.

PHOTOS BY MARK H. WIGGINS



Ambassador Zalmay Khalilzad conducts a Q&A session with a seminar group of the Command and General Staff Officers Course after his remarks for the Class of 2024 Colin L. Powell Lecture in Eisenhower Auditorium in Fort Leavenworth's Lewis and Clark Center Sept. 12, 2023.



Ambassador Zalmay Khalilzad conducts a "fireside chat" discussion format with CGSC Foundation Trustee Farhad Azima for the assembled guests during the CGSC Foundation's Distinguished Speaker Series dinner event at the Carriage Club in downtown Kansas City during the evening of Sept. 12, 2023. The CGSC Foundation, through its Simons Center, conducts the Distinguished Speaker Series program to offer extracurricular, educational lectures intended to help enrich the Command and General Staff School curriculum and provide opportunities for outreach to the public.

Fort Leavenworth adds 2 to Hall of Fame

by Harry Sarles, Army University Public Affairs



THE COMBINED ARMS CENTER AND FORT LEAVENWORTH ADDED TWO INDUCTEES TO THE FORT LEAVENWORTH HALL OF FAME MAY 16, 2023, IN THE ARNOLD CONFERENCE ROOM OF THE LEWIS AND CLARK CENTER.

Lt. Gen. Milford Beagle, Jr., Commander of the Combined Arms Center and Fort Leavenworth, hosted the ceremony.

Brig. Gen. (Ret.) Stanley Cherrie, and Col. (Ret./, Deceased) Young Oak Kim were the 119th and 120th members added to the Fort Leavenworth Hall of Fame. The hall recognizes outstanding military and civilian leaders who have served at Fort Leavenworth and made significant contributions to the achievement, tradition, or history of Fort Leavenworth and the Armed Forces.

Kim was an infantry officer and recipient of the Silver Star and Distinguished Service Cross for action in Italy during World War II. He was also commander of 1st Battalion, 31st Infantry in the 7th Infantry Division during the Korean War. He served on the faculty of the Command and General Staff College from 1959 to 1963.

Kim retired from the Army in 1972 and went on to serve on the board of United Way. He also founded the Korean Youth and Cultural Center. Kim also chaired or co-founded numerous organizations promoting and protecting Asian Americans. He died in 2005 and was buried in the National Memorial Cemetery of the Pacific.

Dr. Edward Chang, professor of ethnic studies and founding director of the Young Oak Kim Center for Korean American Studies at the University of California at Riverside and Lt. Gen. Milford Beagle, Jr. at Riverside represented the Kim family at the induction.

Cherrie's service at Fort Leavenworth includes student at the Command and General Staff College graduating in 1976, deputy director and chief of division operations at the Center of Army Tactics from 1985 to 1987, Director of the Center of Army Tactics in 1991 and 1992, and assistant deputy chief of staff for training from 1996 to 1998.

Cherrie was commissioned as an armor officer in 1964 from the ROTC program at Rutgers University. He commanded at the platoon, company, and squadron levels. He served two tours in Vietnam. Cherrie was wounded in May 1971 when he stepped on a land mine, losing his right foot, left heel, and two fingers of his right hand.



Brig. Gen. (Retired) Stanley Cherrie speaks to a full house in the Arnold Conference Room of the Lewis and Clark Center after being inducted into the Fort Leavenworth Hall of Fame May 16, 2023.

PHOTOS BY DAN NEAL/ARMY PUBLIC AFFAIRS



Dr. Edward Chang, professor of ethnic studies and founding director of the Young Oak Kim Center for Korean American Studies at the University of California at Riverside and Lt. Gen. Milford Beagle, Jr. reveal the shadow box that will be placed in the Fort Leavenworth Hall of Fame honoring Col. Young Oak Kim.

Cherrie said after he was wounded in Vietnam he was visited in the hospital by Gen. Fred Franks, then a major, who was still on active duty following a leg amputation. Cherrie decided to do everything he could do to stay on active duty.

General Cherrie retired from the Army in 1998. He became a vice president for Cubic Applications in Leavenworth, Kansas. He was also a founding trustee of the CGSC Foundation, served as a trustee from 2007-2019, and was elected as a Trustee Emeritus soon after his last term. He remains active in veterans' affairs. 🪖

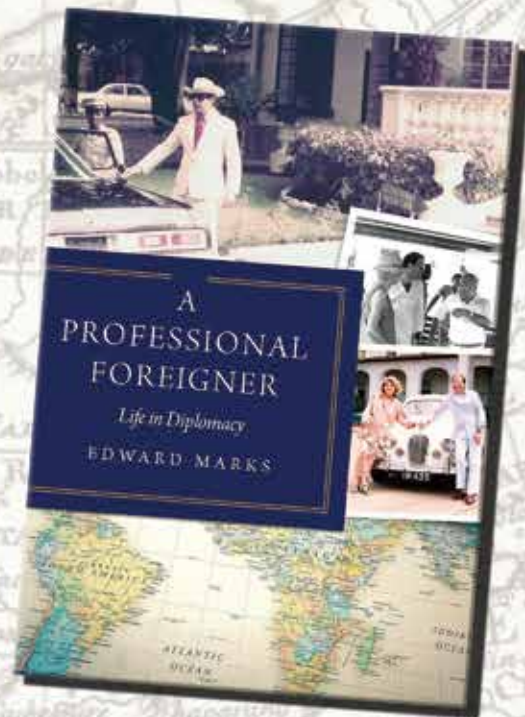


Read the story online for more photos and the video of the ceremony:

<https://www.cgscfoundation.org/fort-leavenworth-adds-2-to-hall-of-fame>

A Professional Foreigner

Serving primarily in Africa and Asia, retired Ambassador Edward Marks describes his life as an American diplomat who served during the last four decades of the 20th century – 1959-2001. In *A Professional Foreigner* Marks paints the picture of the daily life of Foreign Service Officers who play a role in the steady stream of history, often out of the view of the media and public attention.



“

A relatively small corps of several thousand American Foreign Service officers . . . promote and defend U.S. interests every day of the year as diplomats based in American embassies, consulates, and missions in every country in the world. How they carry out their responsibilities, and how they meet the many challenges that arise, constitutes a fascinating story. After a long and varied career in diplomacy, Edward Marks relates that story with sharp insights and nonstop amusement.

— Herman J. Cohen, former assistant secretary of state for African Affairs

”



Edward Marks, retired from the Foreign Service as a Minister-Counselor after four decades, with early assignments in Kenya, Mexico, Angola, Zambia, Belgium, and Zaire. In 1976, he was ambassador to the Republics of Guinea-Bissau and Cape Verde. In 1980 he attended the National War College, then moved to the Department of State as the deputy coordinator for counterterrorism. In 1986-89 he served as deputy chief of mission and chargé 'affaires in Colombo, Sri Lanka, then as deputy U.S. representative to the UN Economic and Social Council in New York, with a last hurrah in Honolulu. In his retirement Marks has engaged in consulting and writing, primarily on terrorism, interagency coordination, United Nations affairs, and complex international emergencies. Marks is a founding trustee of the CGSC Foundation and served for two years (2013-2014) as the director of the Foundation's Simons Center. He currently serves as a senior research fellow for the Simons Center. Additionally, he serves on the programming committee of DACOR and is a member of the American Diplomacy board of directors.

Available on Amazon and Barnes & Noble



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Barbados, Chilean leaders inducted into CGSC International Hall of Fame

by Sarah Hauck, Army University Public Affairs

THE ARMY UNIVERSITY'S COMMAND AND GENERAL STAFF COLLEGE INDUCTED TWO NEW MILITARY MEMBERS TO THE INTERNATIONAL HALL OF FAME – Commodore Errington R. Shurland, Chief of Staff, Barbados Defence Force, and General Javier Iturriaga Del Campo, Commander in Chief of the Chilean Army – Oct. 31, 2023, at the Lewis and Clark Center on Fort Leavenworth, Kansas.

CGSC Commandant Lt. Gen. Milford Beagle, Jr., hosted the ceremony.

Since its establishment in 1973, the CGSC International Hall of Fame has inducted 298 military officers representing 81 nations, including these two officers. Nominees are selected based on their distinguished service that has helped them achieve the highest level of leadership within their respective militaries.

“The inductions of Commodore Shurland and Gen. Inturriaga today represent the fulfillment of the potential that resides in each student in the military education institution as a direct return on the investment made jointly by our respective militaries and the professional military education of our officers,” said Beagle. “Today we celebrate alliance capability and credibility and commitment. Something as necessary now, as any other time in our history.”

Shurland, a graduate of the Class of 2002 and classmate of Beagle's, is the first inductee from the nation of Barbados. He has served since 1984 and was appointed to Chief of Staff of the Barbados Defense Force in September 2021, the first naval officer to serve in this position.

Inturriaga, a graduate of the Class of 2006, began his career in 1980 serving at every level of the Chilean Army to include his current as Commander in Chief of the Chilean Army. In 2017, he gained notoriety as he commanded military forces during a national state of emergency during the devastating wildfires of Santa Auga.

After each inductee unveiled their portrait, Beagle presented them with a certificate on behalf of the Military Order of the World Wars signifying their status as inductees into the International Hall of Fame.

CGSC Foundation Chair Maj. Gen. (Ret.) Chris Hughes presented each inductee with a gift of a miniature Fort Leavenworth Lamp designating them as honorary life constituents of the CGSC Foundation. 🏮



Commodore Errington R. Shurland, Chief of Staff, Barbados Defence Force, addresses the audience during his induction ceremony to the CGSC International Hall of Fame Oct. 31, 2023, at Fort Leavenworth, Kansas.



CGSC Commandant Lt. Gen. Milford H. Beagle, Jr., and Command Sgt. Maj. Stephen H. Helton present Commodore Errington R. Shurland, chief of staff, Barbados Defence Force, with a certificate on behalf of the Greater Kansas City Chapter of the Military Order of the World Wars signifying his status as an inductee into the International Hall of Fame.

PHOTOS BY DAN NEAL/ARMY PUBLIC AFFAIRS



General Javier Iturriaga Del Campo, Commander in Chief of the Chilean Army, delivers remarks during his induction ceremony to the CGSC International Hall of Fame Oct. 31, 2023, at Fort Leavenworth, Kansas.



CGSC Foundation Chair Maj. Gen. (Ret.) Chris Hughes presents General Javier Iturriaga Del Campo, commander in chief of the Chilean Army, with a gift of a miniature Fort Leavenworth Lamp designating him as an honorary life constituent of the CGSC Foundation during the International Hall of Fame induction ceremony Oct. 31, 2023, at the Lewis and Clark Center, Fort Leavenworth, Kansas.



Read the story online for more photos and the video of the ceremony:
<https://www.cgscfoundation.org/ihof231031>

Third annual International Family Fishing Derby fun for all

by Mark H. Wiggins, Managing Editor

THE FORT LEAVENWORTH ROD & GUN CLUB HOSTED THE POST'S THIRD ANNUAL INTERNATIONAL FAMILY FISHING DERBY AT MERRITT LAKE ON FORT LEAVENWORTH ON SEPT. 9, 2023. The event was specifically intended for the international students and their families who are part of the Command and General Staff College Classes of 2024.

Once again, volunteers from Fishing's Future, a nonprofit organization dedicated to teaching the skills and benefits of recreational angling, the Leavenworth Bass Club and the Fort Leavenworth Rod & Gun club helped run the derby. The CGSC Foundation and KAMO Adventures sponsored the derby with the fishing bait and concessions.

"We're grateful for the opportunity to support something like this," said Lora Morgan, interim president/CEO of the CGSC Foundation. "Fishing as a recreational activity is a truly American pastime and represents a great piece of Americana we can share with our international students and their families."

Larry Noell, president of the Fort Leavenworth Rod & Gun Club, has hosted many fishing derbies before, but said this one for the international families that are at Fort Leavenworth is scored differently.

"Two inches or 10 inches long doesn't matter, it's all about the number of fish you catch," he said.

According to Noell, there were 54 registered participants representing 19 countries in this year's derby. In addition to Fishing's Future members providing stations on fish identification, tying knots and a kid's casting area, Noell said 39 Rod & Gun Club volunteers provided 162 hours of support. He also said the derby resulted in culling about 143 bluegill/bream which is a good thing since they are some of the overpopulated species that have a negative impact on the lake.

At the end of the fishing period Noell gathered up all the participants and presented awards in four divisions: male youth, female youth and male and female adult. Winners were determined by number of fish caught, so the rule of the day was to haul in as many as possible, no matter the size. Award winners received a new rod and reel combination.

At the conclusion Noell thanked all the participants, volunteers and sponsors.

Capt. Klemen Bancic, CGSOC international military student from Slovenia, attended the derby with his wife and two daughters. — "Thank you for doing a family event such as this," he said to a volunteer as his wife hauled in yet another fish and his daughters casted furiously from the bank beside him.

That's about the best feedback on the day anyone could ask for. 🐟



PHOTOS BY MARK H. WIGGINS

Maj. JJ Jiang, Taiwanese army officer enrolled in the Command and General Staff Officers Course Class of 2024, gets a laugh at the "sea monster" he reeled in during the International Family Fishing Derby Sept. 9, 2023, at Merritt Lake on Fort Leavenworth.



Kevin Mouawah, son of Maj. George Mouawah from Lebanon, shows off his catch during the International Family Fishing Derby Sept. 9, 2023, at Merritt Lake on Fort Leavenworth.

Fishing Derby Winners

Male Youth division

Simon Van Dyke, son of SAMS international military student Maj. Ian Van Dyke from Canada.

Female Youth division

Jenny Mouawad, daughter of CGSOC international military student Maj. George Mouawad from Lebanon.

Female Adult division

Julia Van Dyke, wife of SAMS Class of 2024 international military student Maj. Ian Van Dyke from Canada.

Male Adult division

Maj. Syergyei Bat-Erdene, Command and General Staff Officers Course Class of 2024 international military student from Mongolia.

 Read the story online for more photos: <https://www.cgscfoundation.org/third-annual-international-family-fishing-derby-fun-for-all>

2nd Annual 5K Run/Walk builds awareness



Runners cross the start line at the beginning of the the Frontier Freedom 5K Run/Walk on Fort Leavenworth on Oct. 8, 2023. The race was hosted by the CGSC Foundation and the Greater Kansas City Friends of the Fisher House.

PHOTOS BY MARK H. WIGGINS

by Mark H. Wiggins, Managing Editor

MORE THAN 100 PEOPLE PARTICIPATED IN THE FRONTIER FREEDOM 5K RUN/WALK ON FORT LEAVENWORTH ON OCT. 8, 2023. Hosted by the CGSC Foundation and the Greater Kansas City Friends of the Fisher House, the race started and finished in the loop of the Frontier Army Museum and used the same route through the historic post as in 2022. Jacob Bull from Topeka, Kansas, won the top overall and top male competition with a time of 18:53. Amanda Dopson from Overland Park, Kansas, finished in fifth place overall and first in the women’s division with a time of 22:05.

For this second year, the race route along the bluffs overlooking the Missouri River, past the historic homes and buildings of Fort Leavenworth, including the old U.S. Disciplinary Barracks, and back to the museum drew accolades from many of the participants who all stated it is one of the most scenic short running routes they’ve ever run.

Families with young children in strollers and some with dogs also participated.

“Thanks go to our co-host, the Greater Kansas City Friends of the Fisher House, as well as our sponsors - KAMO Adventures and Kansas Speedway,” said CGSC Foundation Interim President/CEO Lora Morgan. “This is now an official annual event and we’re pleased that it’s growing and helping generate awareness of the hundreds of military students and families that attend the Command and General Staff College each year. We had about 100 signups last year and this year’s signups were around 130. We want to see it grow even more.”

Morgan also added that having the event start and finish at the museum further adds to building awareness for not only the Command and General Staff College, but also the many activities on Fort Leavenworth. Finally, Morgan thanked all the volunteers who helped make the race a success, especially Ralph Erwin, a former CGSC instructor.



CGSC Foundation Director of Operations Lora Morgan presents certificates to the winners of the men’s and women’s divisions of the Frontier Freedom 5K Run/Walk on Fort Leavenworth on Oct. 8, 2023. Jacob Bull, top, won first place overall with a time of 18:23. Amanda Dopson won the women’s division with a time of 22:05

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



For complete results of the race and more photos of the race and all the division winners, read the full story online:

<https://www.cgscfoundation.org/2nd-annual-frontier-freedom-5k-run-walk-helps-builds-awareness>



Arter - Rowland National Security Forum

ARNSF remains popular

by Mark H. Wiggins, Managing Editor

THE ARTER-ROWLAND NATIONAL SECURITY FORUM (ARNSF) HAS REMAINED POPULAR IN 2023, RETAINING OLD AND WELCOMING NEW MEMBERS.

Since the spring 2023 edition of the *Foundation News*, Simons Center Founder and Director Col. (Ret.) Bob Ulin and the CGSC Foundation have hosted five ARNSF events and three Des Moines National Security Forum (DMNSF) events.

On May 18, 2023, Phil Kirk, Region 7 Director for the Cybersecurity and Infrastructure Security Agency (CISA) in the U.S. Department of Homeland Security (DHS), explained to the Forum how CISA stands ready to help organizations prepare for, respond to, and mitigate the impact of cyberattacks.

In the June 15 Forum, Dr. Joseph G. D. (Geoff) Babb, professor of history in the CGSC Department of Military History, provided an overview of the history and current status of Sino-American relations. He also discussed the U.S. role in China's "Century of Humiliation" and how that drives Xi Jinping's current policies. Babb provided this same presentation to the DMNSF on Sept. 27.

The Forum took a summer break in July and August, but picked up again on Sept. 21, with a presentation by Simons Center Director Col. (Ret.) Bob Ulin on nuclear weapons during the Cold War in Europe. Ulin was a nuclear weapons employment officer as an artillery captain in the 1970s and served on the NATO staff in the 1980s. Ulin had delivered this same presentation to the DMNSF in June.

On Oct. 12, the Forum hosted Terry Buckler, the youngest of 56 volunteers from the Army Green Berets and Air Force Special Operations, who discussed his personal experience in the famous Green Berets' raid on the Son Tay prison camp in North Vietnam.

On Oct. 19, the Forum met via Zoom. Retired Maj. Gen. Gordon B. "Skip" Davis, Jr., provided the attendees with a recap of the recent NATO Summit in Vilnius, Lithuania. Davis is a former NATO Deputy Assistant Secretary General for Defense Investment, a Senior Fellow at the Center for European Policy Analysis, a Senior Research Fellow for the Simons Center, and a former CGSC deputy commandant.

ARNSF events are only open to ARNSF members and their guests. The Simons Center also hosts a sister program in Des Moines, Iowa – the Des Moines National Security



CISA • May 18, 2023



U.S. - China Relations
June 15, 2022

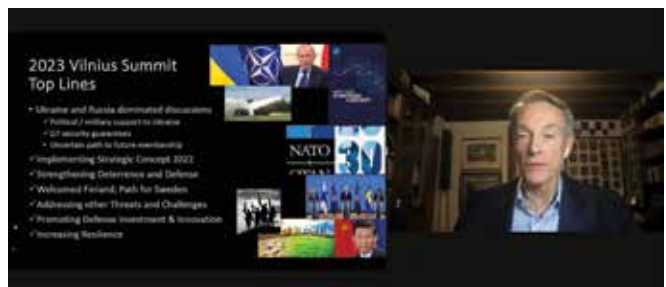
PHOTOS BY MARK H. WIGGINS



NATO Nuclear posture during the Cold War • Sept. 21, 2023




The Son Tay Raid • Oct. 12, 2023



2023 NATO Summit • Oct. 19, 2023

Forum – which was born out of the interests of some of the CGSC Foundation trustees who live in the area.

If you are not a member but are interested in joining, contact Bob Ulin at rulin@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>



THE SIMONS CENTER

FOR ETHICAL LEADERSHIP AND INTERAGENCY COOPERATION

Establishing a relevant intellectual backdrop

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

OVER THE PAST SEVERAL MONTHS, THE SIMONS CENTER HAS BEEN VERY ACTIVE WITH ACTIVITIES AND EVENTS IN SEVERAL OF ITS KEY PROGRAM AREAS. Events around the world have proven our programs to be relevant intellectual backdrops that help shed light on national security issues.

Our big announcement is that our book based on the proceedings of our Cold War Symposium is now in print and available in the Foundation's giftshop and online through Amazon. *The End of the Cold War and its Aftermath* is not intended to be the final word on the topic, but rather to add to the extant literature and fill gaps. With essays covering the Cold War's origins, arms control and implications for NATO and global security, the book – edited by Dr. Mark Wilcox and Dr. Sean Kalic, faculty members of the Command and General Staff College – provides distinct perspectives from nine contributing authors, each with their own unique experiences and areas of expertise. The book is the topic of an upcoming Distinguished Speaker Series dinner and Arter-Rowland National Security Forum luncheon.

Speaking of the Arter-Rowland National Security Forum, we've had several outstanding presentations over the last several months. (see related article on page 27) The Forum has enjoyed a mix of talks on both historical and current national security topics. One highpoint was the presentation by Terry Buckler who provided his firsthand account of the famous Green Berets' raid on the Son Tay prison camp in North Vietnam in November 1970. At another luncheon, Lt. Col. (Ret.) Geoff Babb, Ph.D., professor in CGSC's Department of Military History, discussed the history and current status of Sino-American relations. In September, Col. (Ret.) Bob Ulin's presentation on NATO's nuclear posture in the Cold War was particularly poignant as he related the historical events of the Cold War to the current situation in Europe. Both Babb and Ulin gave similar presentations to our Des Moines National Security Forum. And in a special online presentation of the ARNSF available to our Fellows and friends of the Simons Center, Maj. Gen (Ret.) Gordon "Skip" Davis, one of our Senior Research Fellows, provided an overview of the 2023 NATO Summit in Vilnius, Lithuania covering topics spanning NATO defense plans, readiness, capabilities, and the NATO responses to Russian aggression.

Not surprisingly, Russian aggression provided material for our Distinguished Speaker Series. In early October, the



PHOTO BY MARK H. WIGGINS

Ukrainian Maj. Taras Karhalskov, an international military student in the U.S. Army Command and General Staff Officers Course Class of 2024 at Fort Leavenworth, provides remarks at the conclusion of the CGSC Foundation/Simons Center's Distinguished Speaker Series event conducted Oct. 3, 2023, at the Riverfront Community Center in downtown Leavenworth, Kansas.

Simons Center hosted a dinner event with a panel discussion on the war in Ukraine. Featuring Col. (Ret.) Matt Dimmick, European Regional Program Manager for Spirit of America, and Lt. Col. (Ret.) Donald Wright, Ph.D., Deputy Director, Army University Press, the discussion highlighted the historical context of the factors that set the conditions for today's conflict, the current tactical situation, and the operational status of Russian and Ukraine forces. We were privileged to have Ukrainian Maj. Taras Karhalskov, an international military student in the Command and General Staff Officers Course Class of 2024, speak to the group about the conflict, the resolve of the Ukrainian people, and the necessity for continued international assistance.

In spring this year we published the latest edition of the *InterAgency Journal (IAJ)* filled with articles covering a breadth of topics spanning from the current conflict in Ukraine, to Iraq, to educating interagency leaders. Leading off, Lt. Gen. (Ret.) Bob Caslen, Simons Center Senior Research Fellow, challenged us to address the tough question of whether our nation's extended involvement in Iraq was worth the investment. Our next edition of the *IAJ* will continue covering issues impacting our national security and that of our allies around the world.

The Simons Center's upcoming programs and publications promise to deliver relevant and timely content to the interagency community. 🇺🇸

Meet the 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. The Simons Center is privileged to have these fellows on board.

PHOTOS COURTESY OF THE FELLOWS



Robert L. Caslen, Jr.
Lieutenant General
U.S. Army, Retired

Robert L. Caslen served in the U.S. Army for 43 years. His military career culminated in 2018 as the 59th superintendent of the United States Military Academy at West Point. Before becoming the West Point Superintendent, Caslen served as the chief of the Office of Security Cooperation in Iraq, and was the commandant of the U.S. Army Command and General Staff College and commander of the Combined Arms Center and Fort Leavenworth, Kansas. Caslen also commanded the 25th Infantry Division during Operation Iraqi Freedom and was chief of staff of both the 101st Airborne and the 10th Mountain Divisions, where he also served as chief of staff of Task Force Mountain during Operation Enduring Freedom in Afghanistan. He also served in combat and overseas deployments in Operation Desert Shield/Desert Storm, Honduras, and Operation Uphold Democracy and the United Nations Mission in Haiti.

Caslen holds a Master of Business Administration degree from Long Island University and a Master of Science in Industrial Engineering from Kansas State University. He is the co-author of *The Character Edge: Leading and Winning with Integrity*.



Gordon B. "Skip" Davis Jr.
Major General
U.S. Army, Retired

Gordon "Skip" Davis is currently a Senior Fellow at the Center for European Policy Analysis. He recently served as NATO's Deputy Assistant Secretary-General for

Defense Investment.

Prior to NATO, Davis served 37 years in the U.S. Army retiring as a major general. His last positions as a general officer included Director of Operations, U.S. European Command, Commander of Combined Security Transition Command – Afghanistan, and Director of Operations and Intelligence for Allied Command Operations. He also served as the CGSC deputy commandant.

Davis' military career included operational and institutional assignments interspersed with the study and practice of international affairs and defense issues, primarily in Europe. He served on assignments with U.S., NATO, and UN forces in Europe, Africa, the Middle East, and Central Asia.

Davis holds an undergraduate degree in nuclear physics and graduate degrees in international business, defense and military history, and strategic studies.



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. She is also the CGSC Foundation's General Hugh Shelton Distinguished Visiting Chair of Ethics.

At CWRU French is 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. Prior to CWRU, French taught military ethics for 11 years at the U.S. Naval Academy.

French is editor-in-chief of the *International Journal of Ethical Leadership* and associate editor for the *Journal of Military Ethics*. A prolific author, her publications include edited volumes on military ethics, many book chapters and numerous scholarly articles. Her book, *The Code of the Warrior: Exploring Warrior Values, Past and Present* is required reading for Marine Corps officer candidates.



Edward Marks
Ambassador, Retired

Edward Marks retired from the Foreign Service as a Minister-Counselor after four decades, with early assignments in Kenya, Mexico, Angola, Zambia, Belgium, and Zaire. In 1976, he was ambassador to the Republics of Guinea-Bissau and Cape Verde. In 1980 he attended the National War College, then moved to the Department of State as the deputy coordinator for counterterrorism. In 1986-89 he served as deputy chief of mission and chargé d'affaires in Colombo, Sri Lanka, then as deputy U.S. representative to the UN Economic and Social Council in New York, with a last hurrah in Honolulu.

In his retirement Marks has engaged in consulting and writing, primarily on terrorism, interagency coordination, United Nations affairs, and complex international emergencies.

Marks is a founding trustee of the CGSC Foundation and served for two years (2013-2014) as the director of the Foundation's Simons Center. In addition to his service as a senior research fellow for the Simons Center, he serves on the programming committee of DACOR and is a member of the American Diplomacy board of directors.



Learn more about the Simons Center Fellows Program: <https://thesimonscenter.org/fellows/details>



PHOTOFLASH

CGSOC Class of 2024 flag ceremony, statistics

The Command and General Staff Officers Course (CGSOC) Class of 2024 began Aug. 7, 2023, at Fort Leavenworth, Kansas, with the International Flag Ceremony in the Eisenhower Auditorium of the Lewis and Clark Center. CGSC Deputy Commandant Brig. Gen. David Foley was the host. Following Foley's remarks, the United States and the partner nations Flags of 93 nations represented by 120 International Military Students (IMS) students attending this year's class were posted.

The CGSOC Class of 2024 also includes 946 U.S. students including mid-career officers from all branches of the U.S. armed forces and three federal government civilian employees. The U.S. Army officers make up the preponderance of the class with 749 Active component students, 37 from the ARNG, and 31 from the Army Reserve. There are 74 U.S. Air Force students, 27 U.S. Marine Corps, and 23 U.S. Navy.

Other statistics: 893 males / 174 female students; Average age – approximately 34 years old; Military student rank – 56 captains/lieutenants, 890 majors/lieutenant commanders.



PHOTO BY MARK H. WIGGINS



Read the full story online for more photos and video:

<https://www.cgscfoundation.org/cgsoc-class-of-2024-opens-with-international-flag-ceremony>



PHOTOFLASH

Foundation supports library open house for Soldiers, families



PHOTO BY MARK H. WIGGINS

The CGSC Foundation provided material and volunteer support for the Ike Skelton Combined Arms Research Library open house on Aug. 11, 2023, from noon to 4 p.m.

As part of the day's activities, every child that attended got to pick out a free book. Additionally, families signed sign up for door prizes from the CGSC Foundation to include book sets. Throughout the afternoon, library staff members led Storytimes for kids, and conducted orientation classes for CGSC students. The Foundation also sponsored a bounce house from MWR on the lawn outside the library and offered free snacks and other items to all attendees.



Read the full story online:

<https://www.cgscfoundation.org/foundation-supports-library-open-house-230811>



PHOTOFLASH

Dinner lecture features update on Ukraine

The CGSC Foundation and its Simons Center hosted the second lecture of the 2023 Distinguished Speaker Series at the Riverfront Community Center in downtown Leavenworth, Kansas on Oct. 3, 2023. In this installment of the series retired Col. Matt Dimmick, European Regional Program Manager for Spirit of America, and retired Lt. Col. Donald Wright, Ph.D., Deputy Director, Army University Press, provided a background and an update on the war in Ukraine.

Read the full story online:

<https://www.cgscfoundation.org/distinguished-speaker-series-event-features-update-on-war-in-ukraine>



PHOTO BY MARK H. WIGGINS

Simons Center Deputy Director John Nelson, right, introduces the panel speakers for the CGSC Foundation's Distinguished Speaker Series event conducted Oct. 3, 2023, at the Riverfront Community Center in downtown Leavenworth, Kansas.



Wreaths Across America Day 2023

Honoring veterans one wreath at a time

by Mark H. Wiggins, Managing Editor

THE 2023 NATIONAL WREATHS ACROSS AMERICA DAY IS DEC. 16. THE CGSC FOUNDATION IS ASKING for your help in honoring veterans' graves at the Fort Leavenworth National Cemetery with wreaths of remembrance.

The Foundation is short of its goal of 800 wreaths this year. The deadline to sponsor wreaths is Nov. 28, so there is still time. And if you'd like to be more involved please attend on Dec. 16 to help place the wreaths.

As in previous years, on Dec. 16, after the wreaths are placed, the Foundation will host a reception at the Frontier Army Museum. All volunteers are invited.

Thanks to everyone that has already sponsored a wreath. The effort to honor our veterans never ends. 🇺🇸



PHOTO BY MARK H. WIGGINS

Volunteers place wreaths in Section B of the Fort Leavenworth National Cemetery on Wreaths Across America Day, Dec. 17, 2022. The CGSC Foundation campaigned all year to help get wreaths sponsored for the entire section of 991 graves.

Visit the **CGSC Foundation Wreaths Across America website** and sponsor a wreath today!

<https://wreathsaacrossamerica.org/KS0101P> or use the QR code

Nov. 28 is the deadline.



CGSC FOUNDATION GIFT SHOPS
Every purchase helps support future leaders and military families

MERRY CHRISTMAS

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Shop Online
giftshop.cgscfoundation.org

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

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



CGSC celebrates 2023 graduations

On May 25, 2023, 111 students graduated from the U.S. Army’s School of Advanced Military Studies (SAMS) Class of 2023.

On June 9, approximately 1,050 officers graduated from the U.S. Army Command and General Staff Officer Course. The 121 international officers representing 92 countries in the class received their badges in a ceremony on June 8.

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

On June 16, 568 students of Sergeants Major Course Class 73 graduated from the NCO Leadership Center of Excellence and Sergeants Major Academy in a ceremony conducted in two sessions at the Fort Bliss Centennial Banquet and Conference Center.



PHOTO BY MARK H. WIGGINS

Major Major Jesse A. Faugstad receives the General George C. Marshall Award from Gen. (Ret.) Robert B. Abrams, honoring him as the top United States graduate in Command and General Staff Officers Class of 2023 at graduation, June 9, at the Lewis and Clark Center. The award, sponsored by the CGSC Foundation, is presented to the Distinguished U.S. student of each graduating CGSOC class.

Read the full stories and see more photos/video online:



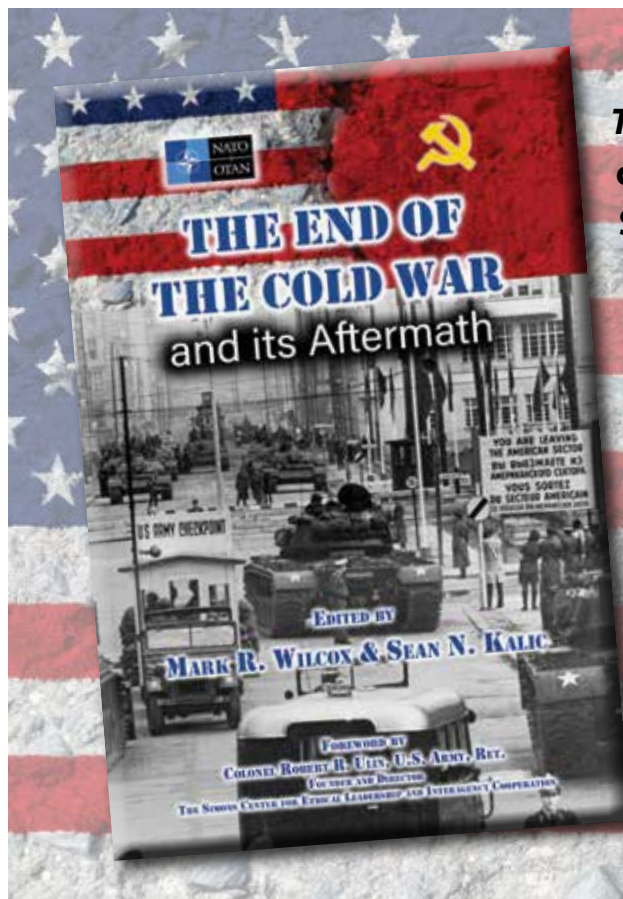
<https://www.cgscfoundation.org/sams-graduates-111-seed-planters>



<https://www.cgscfoundation.org/u-s-army-command-and-general-staff-college-graduates-june-9>

SGM-A Graduation - Session 1 <https://www.facebook.com/NCOLCoE/videos/1680286755753803/?mibextid=YxdKMJ>

SGM-A Graduation - Session 2 <https://www.facebook.com/NCOLCoE/videos/638325181684517/?mibextid=YxdKMJ>



***The End of the Cold War*, a book based on the the Simons Center’s Cold War Symposium conducted in 2022, is now available on Amazon.**



Edited by Dr. Mark Wilcox and Dr. Sean Kalic, faculty members of the Command and General Staff College, with a foreword by Simons Center Director Col. (Ret.) Bob Ulin, *The End of the Cold War* provides distinct perspectives from nine contributing authors, each with their own unique experiences and areas of expertise.

Investing in leaders for an uncertain future

With current conflicts and instability around the world, our national security and interests are subject to increasingly complex and diverse threats and uncertainties. The U.S. Army Command and General Staff College has been preparing leaders for an uncertain future since 1881.

Please consider the CGSC Foundation in your year-end giving plans as we support the education of these leaders at CGSC.

Investing in their intellectual growth and development is the best way we can be prepared for our future.



• Use the QR code at left or donate at www.cgscfoundation.org/donate or mail in the form on page 37 of this magazine with your check

• There are several ways to donate: gifts of cash, securities, or distribution of IRA or other planned giving transactions. – Call our office at (913) 651-0624 for details.

The Command and General Staff College Foundation, Inc., is a 501 (C)(3) tax-exempt, non-profit educational foundation. Donations to the CGSC Foundation are generally tax exempt. Please consider supporting us as part of your year-end giving plans. As always, consult with your tax advisor to see what best suits your needs.



**Command and General
Staff College Foundation, Inc.**

Alumni Updates

News from CGSC alumni around the globe



PHOTOS COURTESY SUBMITTING PERSONS



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

I stay busy with writing, travel, and volunteer organization support. My biggest publication was my book, *In the Mouth of the Dragon: Memoir of an Advisor in the Mekong Delta 1971-1973*, McFarland Publishing, Sep 2022. Since then, an article "Daring to Save a Life," *Vietnam Magazine* (cover photo), Autumn 2023; and a book chapter "At the Wrong End of Rifle Barrels," *Snapshots*, Military Writers Society of America, 2023. I am in my 14th year as content editor for the Foreign Area Officer Association Journal of International Affairs, as well as serving as membership officer for Counterparts, an organization of former advisors in Southeast Asia (www.counterparts.net).



Maj. Joffrey S. Tacusalme, Philippines – CGSOC 2021

I assumed command as the fourth commander of the 11th Military Intelligence Battalion, 11th Infantry Division, Philippine Army, in January 2023 - the youngest battalion commander posted. The battalion covers the Island Province of Sulu, a known hotbed of the Abu Sayaff Group and IS-linked organization.



Lt. Col. (Ret.) Richard J. Joslyn, Jr. – CGSOC 1982

My last assignment was as III Corps Deputy Assistant Chief of Staff Intelligence (1991); former author of light infantry doctrine; tactics instructor - CGSC Department of Army Tactics. I'm currently a cattle rancher in East Texas - owner/operator of Little Reata Ranch.



Col. (Ret.) Phil Foster – CAS3 1992; CGSOC 1995

I am the Senior Army Advisor at the Arkadelphia (Arkansas) High School Junior ROTC. I married Shawn Blazer on March 18, 2023.



Lt. Col. (Ret.) Demetrius D. Brooks, Sr. – CGSOC 2007

Good evening! I'd like to share that my youngest daughter, Destiny L. Brooks, has graduated from Florida A&M University with her bachelor's degree in kinesiology! My oldest son, Jalen D. Brooks graduated from high school!



Assistant Chief Inspector (Ret.) Rafael A. Ortega – CGSOC WHINSEC 2015

Retired at the end of 2021 from the U.S. Marshals Service after 20 years of Federal Law Enforcement service. Combined Federal service of 30 years (10 military + 20 Federal Law Enforcement).

Maj. Gen. Francis Ronald Mbindi, Tanzania – CGSOC 2009



After graduation from CGSOC in December 2009, I was assigned the post of the Assistant Judge Advocate General in the Office of the Judge Advocate General of the Tanzania Peoples' Defense Forces. I served in this position until January 2016 when I was seconded at the Headquarters of the East African Community as the Defense Liaison Officer for Tanzania. I worked in that capacity until November 2019 when I was appointed the Labor Commissioner in the Prime Minister's Office. I worked as the Labor Commissioner until January 2022 when I was appointed again as the Assistant Judge Advocate General in the Office of the Judge Advocate General of the Tanzania Peoples' Defence Forces. In April 2022, I was appointed the Acting Judge Advocate General. In February 2023, I was appointed the Judge Advocate General. I am still serving in this position to date. From June 2013 to July 2014, I attended the USAWC resident course in Carlisle, PA. Since my graduation from CGSOC, I was promoted to various ranks as follows: Lieutenant Colonel (January 2011), Colonel (May 2015), Brigadier General (June 2020) and Major General (February 2023).

I am grateful for the education and training that I received from the CGSOC and USAWC, which have contributed enormously to my career development and leadership. I am also pleased to have achieved the goal of becoming a General and Head of the Legal Branch of the Tanzania Peoples' Defense Forces that I set away back in 2009 when I was attending the CGSOC.

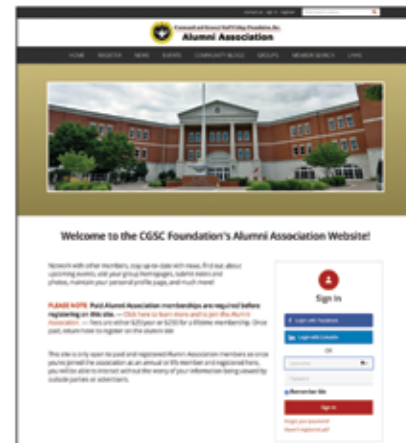
Visit the CGSC Foundation website at www.cgscfoundation.org/alumni-update or use the QR code at right to learn how to submit your Alumni Update.

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- A subscription to the *Foundation News* magazine (print copies to U.S. addresses only)
- 10% discount on CGSC Foundation gift shop purchases
- Access to the Alumni Website – Click the link to register after paying your dues
- A CGSC Foundation window decal
- Free membership in the Association of the United States Army (AUSA)



Annual membership \$25

Life Membership \$250

Join today! – Go to:

www.cgscfoundation.org/alumni

New Life Members of the Alumni Association

May 1, 2023 – Oct. 31, 2023

Monette Amaya

Richard Bierman

John Bolton

Edward Brecht

Stephen Casper

Charlie Cottle

Jesse Faugstad

David Foley

Richard Joslyn, Jr.

Jamie LaValley

Joseph D Levin

Aaron McConnell

Marshall McGurk

Ben Neff

Ryan Joseph Noble

Frederick M. O'Donnell

Ernesto Pizarro Jr

Gil O. Quinata

Gregory Rich

Ruben Ruiz Perez

Brett Sherman

Joshua W. Smith

Benjamin Stork

Thomas J. Troyn

Bryan Williams

Andreas Winter

SCHOLARSHIP

CGSC Foundation Scholarship Program

2024 Scholarship program window opens Jan. 3

by Mark H. Wiggins, Managing Editor

IN THE SPRING EDITION OF THE *FOUNDATION NEWS*, THE CGSC FOUNDATION'S ANNOUNCED THE WINNERS OF THE ANNUAL COMPETITIVE SCHOLARSHIP PROGRAM. There were more applicants and more winners than the program had seen since its inaugural year in 2020.

A new component of last year's program was the Colonel Stephen E. "Brownie" Brown Scholarship which awarded a up to \$5,000 scholarship to the winner. The 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.

The CGSC Foundation's scholarship program (including the Brown Scholarship is open to high school seniors who will begin their college studies in 2023 and for undergraduate college students in the first three years of their studies (freshman through junior) returning to school.

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

The application window for the 2024 Scholarship competition will open Jan. 3, 2024. The deadline for applications is midnight on March 15, 2024. Judging will occur March 16-31 and the Foundation will announce the winners in April 2024.

The application will be posted on the CGSC Foundation website at www.cgscfoundation.org/scholarships on Jan. 3, 2024. A link to join the Alumni Association as a Life Member is also on the page for those that need to join before their relatives apply.

The Foundation also welcomes donors who may not have eligible relatives but wish to support the scholarship program. Interested persons can support the scholarship program by visiting www.cgscfoundation.org/donate. or use the QR code or the mail-in form on page 37. 🍷



PHOTO COURTESY STEPHEN BROWN

The CGSC Foundation's Colonel Stephen E. "Brownie" Brown Scholarship namesake, in one of his last official photos while still serving on active duty.

The 2023 Brown Scholarship was awarded to Madeleine Morgado, a high school senior in Connecticut, and daughter of 2005 CGSOC and 2006 SAMS alumnus Col. Andy Morgado.

2024 Scholarship Competition

Window for applications
Jan. 3 - March 15

Judging Period
March 16 - 31

Winners announced
in April 2024

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 Colonel Stephen E. "Brownie" Brown Scholarship:

Mr. Charles Mehrer

Lt. Col. (Ret.) Steven Murphy

Other scholarship program donors:

Mr. Shane Smeed

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:

- Dr. Jeffrey B. Kramer IHO Lt. Gen. (Ret.) Robert Arter
- Lt. Col. (Ret.) Mark "Sparky" H. Wiggins (CGSC '98) IHO Col. (Ret.) Robert R. Ulin (CGSC '78)

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:

- Harold Sprague IMO Master Sgt. Harold O. Sprague, Sr.
- Col. (Ret.) Wallace N. Weber IMO Col. Judith Ann Bowers (CGSC '85)

Making your donations meaningful

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

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

As you fill out the online form, indicate in the comments block how you wish to characterize your donation.

If you'd rather mail a check, cut out and fill out the form below and mail to:

CGSC Foundation
The Lewis and Clark Center
100 Stimson Ave.
Fort Leavenworth KS 66027-9810



**Thank you in advance
 for your support.**

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Email Address: _____ Phone: _____

I'm a CGSC graduate (Enter School and Year graduated) _____

CGSC Affiliation

- | | |
|----------------------------------|----------------------------------|
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| <input type="checkbox"/> Faculty | <input type="checkbox"/> Student |
| <input type="checkbox"/> Friend | <input type="checkbox"/> Other |

GENERAL DONATION:

\$50 \$100 \$200 \$500 Other \$ _____

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Annual Membership – \$25 Life Membership – \$250

To pay by credit card, please provide the following information:

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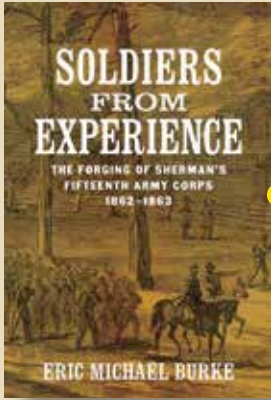
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Tribute name/relationship: _____

Name/address of whom we should notify of your tribute (optional):

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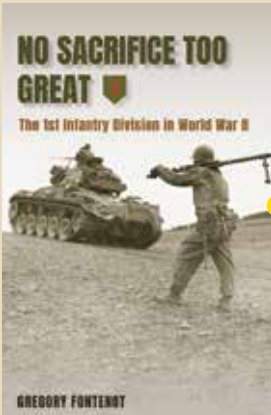


Soldiers from Experience: The Forging of Sherman's Fifteenth Army Corps, 1862-1863

by Eric Michael Burke; 354 pages; LSU Press, 2022. Available on [amazon.com](https://www.amazon.com) (hardcover - \$42; Kindle - \$15) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover - \$50; eBook - \$15).

In *Soldiers from Experience: The Forging of Sherman's Fifteenth Army Corps*, Eric Michael Burke shows that while military historians of the Civil War frequently assert that generals somehow imparted their character upon the troops they led, Sherman's corps reveals the opposite to be true. Contrary to long-held historiographical assumptions, he suggests the physical terrain itself played a much more influential role than rifled weapons in necessitating tactical changes. At the same time, Burke argues, soldiers' battlefield traumas and regular interactions with southern civilians, the enslaved, and freedpeople during raids inspired them to embrace emancipation and the widespread destruction of Rebel property and resources.

Eric Michael Burke is a historian at the Army University Press at Fort Leavenworth, Kansas. He earned a Ph.D. in history from the University of North Carolina after serving as an infantry sergeant in the U.S. Army in Iraq and Afghanistan.

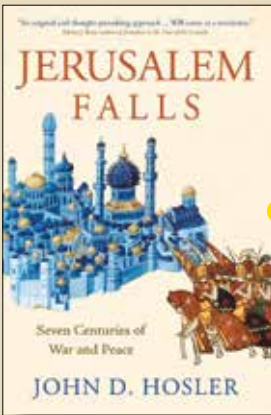


No Sacrifice Too Great: The 1st Infantry Division in World War II

by Gregory Fontenot; 616 pages, Univ. of Missouri, 2023. Available on [amazon.com](https://www.amazon.com) (hardcover - \$34; Kindle - \$32) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover - \$40; eBook - \$30).

The U.S. 1st Infantry Division (1st ID), familiarly known as the Big Red One, adapted to dynamic battlefield conditions throughout the course of its deployment during World War II by innovating and altering behavior, including tactics, techniques, and procedures. Both the Division's leaders and soldiers accomplished this by thinking critically about their experiences in combat and wasting little time in putting lessons learned to good use. In telling the Division's WWII story, which includes an extensive photographic essay featuring many previously unpublished images, Gregory Fontenot includes the stories of individual members of the Big Red One, from high-ranking officers to enlisted men fresh off the streets of Brooklyn, both during and after the conflict.

Gregory Fontenot is a retired U.S. Army colonel. He is currently a consultant on threat emulation for Army experimentation and a working historian. He was lead author of "On Point: The U.S. Army in Operation Iraqi Freedom," published by the CGSC Press and is the author of "The 1st Infantry Division and the U.S. Army Transformed: Road to Victory in Desert Storm, 1970-1991," winner of the 2017 Army Historical Foundation award for Unit History.

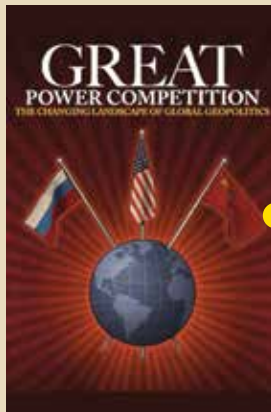


Jerusalem Falls: Seven Centuries of War and Peace

by John D. Hosler; 328 pages; Yale Univ. Press, 2022. Available on [amazon.com](https://www.amazon.com) (hardcover - \$35; Kindle - \$27) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover - \$35; eBook - \$27).

In this gripping history, John D. Hosler explores the great clashes and delicate settlements of medieval Jerusalem. He examines the city's many sieges and considers the experiences of its inhabitants of all faiths. The city's conquerors consistently acknowledged and reinforced the rights of those religious minorities over which they ruled. Deeply researched, this account reveals the way in which Jerusalem's past has been constructed on partial histories—and urges us to reckon with the city's broader historical contours.

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. His previous books include "John of Salisbury" and "The Siege of Acre," which was a Financial Times Book of the Year.



Great Power Competition: The Changing Landscapes of Global Geopolitics

Edited by Mahir J. Ibrahimov; 304 pages; CGSC/Army University Press, 2020. Available on Army University Press website - (free pdf download); and [amazon.com](https://www.amazon.com) (paperback - \$25)

Great Power Competition is a collection of essays originating from the Cultural and Area Studies Office at Fort Leavenworth, Kansas. Editor Mahir J. Ibrahimov has culled together an expansion of his previous volume, *Cultural Perspectives, Geopolitics, & Energy Security of Eurasia: Is the Next Global Conflict Imminent?* In this volume, experts consider cultural and geopolitical implications of Chinese and Russian power projections throughout Europe, Asia, the Americas, and Africa.

Dr. Mahir Ibrahimov is the director of the Cultural and Area Studies Office (CASO), U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. He served in the Soviet Army as a deputy platoon field commander and witnessed the breakup of the Soviet Union. Ibrahimov is the author of several books and numerous other publications, including some in foreign languages. His recent fifth book, "Across Cultures and Empires," has gained significant international traction among scholars, public and movie industry.



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