



COMMAND AND GENERAL STAFF COLLEGE

FOUNDATION NEWS

No. 37/Fall 2025

Gen. (Ret.) Robert B. Brown,
former CGSC Commandant,
delivers annual Colin L. Powell Lecture

– page 19

INSIDE:

- Updates from College leaders
- International Hall of Fame
- Simons Center Update
- ...and more!



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★ and Alumni Association ★

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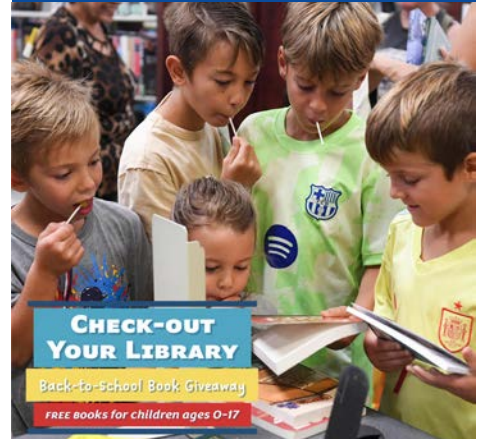
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Four enduring priorities

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



AS WE ENTER ANOTHER ACADEMIC YEAR AT THE COMMAND AND GENERAL STAFF COLLEGE, I AM REMINDED WHY THE CGSC FOUNDATION EXISTS AND WHY ITS MISSION REMAINS SO ESSENTIAL. Our work is not simply about supporting a school; it is about investing in the future leaders who will safeguard our nation, shape its policies, and strengthen its alliances for decades to come.

Since assuming the role of chairman and now continuing in a second term, I have remained focused on four enduring priorities that guide the Foundation's efforts and my leadership of the board of trustees.

First, we must ensure the College has a world-class faculty. Great institutions are built on great teachers and thinkers. The Foundation is uniquely positioned to provide the resources that enable faculty to pursue critical academic work where government funding ends. We step in where federal funding cannot reach, ensuring that research initiatives, book projects, scholarly publications, and guest speakers continue to challenge assumptions, advance knowledge, and inspire innovation. These efforts are not academic luxuries. They are essential investments in the intellectual rigor and operational relevance of the curriculum.

Second, we must challenge our students to think deeply and write boldly. One of our greatest responsibilities is to push talented company-grade officers beyond tactical thinking and help them evolve into strategic leaders. Through writing competitions, research grants, symposia, and lecture series, the Foundation fosters the habits of reflection and articulation that define effective senior leaders. We encourage students to put pen to paper, to wrestle with complex ideas, and to envision the future of warfare and leadership. These opportunities help them move from being mere consumers of information to producers of knowledge.

Third, we must embrace the power of connection. The Foundation plays a vital role in bringing together the interagency, industry, academia, and our allies to ensure that the education taking place here reflects the realities

of the modern security environment. Programs such as the National Security Roundtable, the Distinguished Speaker Series, and international student support efforts build bridges that transcend organizational and national boundaries. This collaborative environment is not just a benefit. It is a strategic imperative for preparing leaders who will operate in joint, interagency, and multinational contexts.

Fourth, we must take care of the people who serve and those who serve alongside them. Every student who walks the halls of Fort Leavenworth does so with the support of a family who has uprooted their lives for this opportunity. Many of our international students arrive thousands of miles from home, far from their extended support networks.

The Foundation is deeply committed to providing programs, events, and resources that make this experience enriching and memorable for spouses, children, and families. Whether through family events, scholarship opportunities, or mentorship programs, we strive to ensure that

this year is as transformative for them as it is for their service member.

At its core, the CGSC Foundation's mission is about enabling excellence where federal support ends. It is about filling the critical gaps that make the difference between a good educational experience and a truly world-class one. It is about ensuring that our nation's investment in leadership education yields not just competent officers, but visionary strategists and adaptive leaders ready for an uncertain future.

I am proud of the work we have accomplished, but I am even more excited about what lies ahead. With your continued support, whether through philanthropic gifts, professional networks, or volunteer leadership, we will keep advancing this mission and ensuring that the Command and General Staff College remains the premier institution for developing leaders of character and competence.

Thank you for standing with the CGSC Foundation, for believing in our mission, and for investing in the leaders who will guide our nation's future. 🇺🇸

Our work is not simply about supporting a school; it is about investing in the future leaders who will safeguard our nation, shape its policies, and strengthen its alliances for decades to come.



Building on 20 years

by Lora Morgan, President/CEO



EVERY TIME I WALK THROUGH THE HALLS OF THE COMMAND AND GENERAL STAFF COLLEGE, I'M REMINDED OF WHAT MAKES THIS COMMUNITY SO REMARKABLE. The conversations, the sense of purpose, and the shared commitment to service extend far beyond Fort Leavenworth and they live on through our alumni – leaders who continue to make an impact around the world.

As we mark our **20th anniversary in 2026**, the CGSC Foundation and

Alumni Association enters an exciting new chapter. The addition of “*and Alumni Association*” to our name reflects this growth. It's more than a name change, it's a commitment to connecting with graduates, celebrating their achievements, and keeping alumni engaged with the College long after they leave Fort Leavenworth.

One of the most visible steps forward is our **New Space Initiative**. We've been raising funds to create a new home for the Foundation and Alumni Association, one designed for collaboration, gatherings, and stronger connections with

alumni and partners. Construction is expected to begin early next year, with completion anticipated by June. The new space will give us a platform to expand programs, increase visibility of the Foundation's work, and welcome

alumni and visitors in a way that reflects our mission and energy.

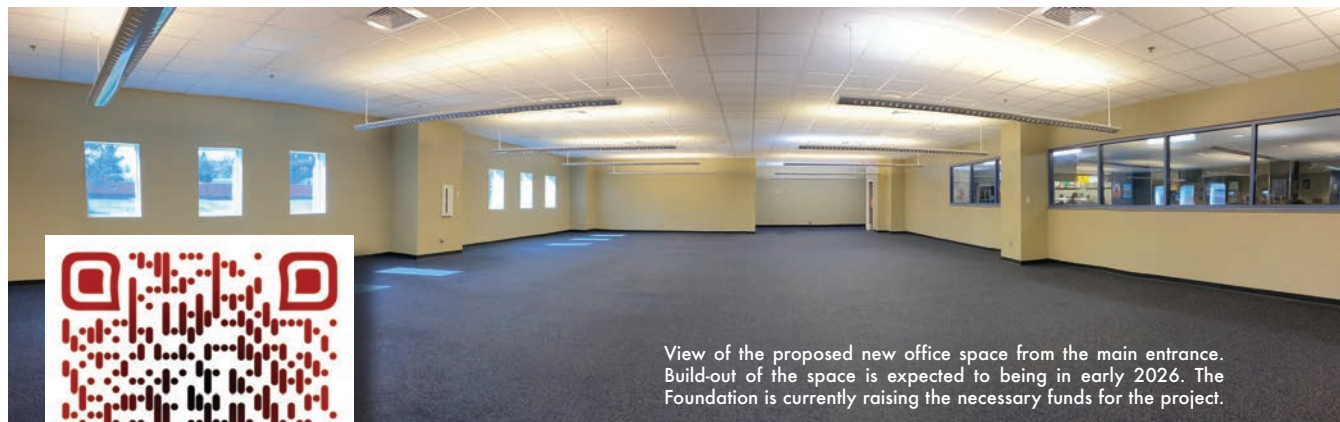
As we look ahead, our focus remains the same: supporting students, faculty, and families at the College, while building a strong, connected alumni

The new space will give us a platform to expand programs, increase visibility of the Foundation's work, and welcome alumni and visitors in a way that reflects our mission and energy.

network. Your support has been essential in helping us grow, and if you'd like to be part of this next milestone, we invite you to contribute to the New Space Initiative. Simply scan the QR code on this page. Every gift makes a difference.

The CGSC Foundation and Alumni Association exists because of people like you – those who believe in the power of leadership, education, and service. Together, we're not just celebrating 20 years of impact, we're shaping the next 20 years for the next generation of military leaders! 🇺🇸

Every gift helps us shape the next 20 years for the next generation of military leaders.



View of the proposed new office space from the main entrance. Build-out of the space is expected to begin in early 2026. The Foundation is currently raising the necessary funds for the project.



Scan the QR code to learn more about the new office space initiative and contribute.



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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 students, faculty, alumni, 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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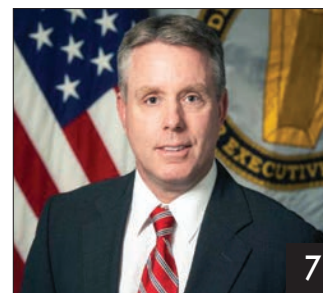
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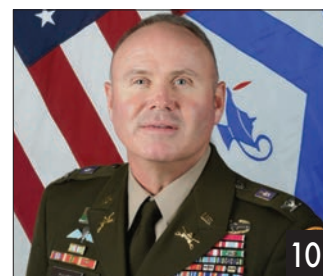
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ON THE COVER

Gen. (Ret.) Robert B. Brooks, former CGSC Commandant, delivers annual Colin L. Powell Lecture Sept. 10, 2025. – Story on page 19. (photo by Dan Neal/ArmyU Public Affairs))

FROM THE EDITORS

In this edition we spotlight the annual Colin L. Powell Lecture Series with Gen. (Ret.) Robert B. Brown and his time with the Foundation at a dinner event in downtown Kansas City. We also hail and farewell CGSC leaders and talk about some of the changes underway with Army University and CGSC. This edition features an update from the deputy to the commanding general of the Combined Arms Command as well as an article from the newly designated CGSC commandant and as usual, the directors of the CGSC schools. We cover the induction of the Moldovan Minister of Defense into the CGSC International Hall of Fame and our International Family Fishing Derby for our international officers and their families. We include the normal update from our own Simons Center and the various speaker programs we conduct throughout the year... and more. – We hope you enjoy this 37th edition of the *Foundation News*.



Command and General Staff College Foundation

★ and Alumni Association ★

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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Note: [] is the state of residence

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Forging the Future Army: The Combined Arms Center transforms into a command

by Gregg Thompson

Deputy to the Commanding General, Combined Arms Command



Mr. Gregg Thompson

PHOTO COURTESY CAC PUBLIC AFFAIRS



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ON OCTOBER 1, 2025, THE U.S. ARMY COMBINED ARMS CENTER (CAC) TOOK A HISTORIC STEP FORWARD, OFFICIALLY TRANSITIONING FROM A CENTER TO A COMMAND. This evolution marks a defining moment in the Army's broader transformation — one aimed at developing leaders, driving innovation, and upholding the profession to win in a complex world.

This change does not represent a departure from CAC's core mission but rather an acceleration of it. For decades, CAC has stood at the heart of the Army's intellectual and training enterprise, responsible for developing combined arms doctrine, leader development, and the professional military education system that shapes our force. Now, as a command, CAC's role will expand and its influence deepen, helping forge a more agile and lethal Army prepared for the challenges ahead.

The transition is part of the Army Transformation Initiative (ATI), a strategic effort to streamline and strengthen how the Army integrates technology, organization, policy, and doctrine. Under ATI, the U.S. Army Training and Doctrine Command (TRADOC) and Army Futures Command (AFC) are being consolidated into a single, more agile headquarters — the **Transformation and Training Command (T2COM)**.

This restructuring recognizes that future concept development, experimentation, and training cannot happen in isolation. Together, they form the foundation of how the Army adapts and prevails. As one of three subordinate commands under T2COM — alongside the U.S. Army Recruiting Command (USAREC) and the newly designated Futures and Concepts Command (FCC) — CAC will play a central role in shaping the Army of the future.

Through this transformation, CAC will assume expanded responsibilities, including oversight of nine Centers of Excellence, two combat training centers (the National Training Center and the Joint Readiness Training Center), the Army Software Factory, and the Institute for Religious Leadership. CAC will also have primary authority for all aspects of **DOTMLPF-D** (Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities – Development) related to the Army's modernization priorities.

At its core, CAC's mission remains constant: to build and deliver a trained and professional Army, ready to fight and win in multi-domain and large-scale combat operations. That mission is carried out through three interconnected lines of effort that guide all CAC activities.

– (CAC) continued on page 8

Beagle relinquishes command, retires after 35 years service

by Jason Bortz

Combined Arms Command Public Affairs

THE U.S. ARMY COMBINED ARMS CENTER HOSTED A RELINQUISHMENT OF COMMAND CEREMONY SEPT. 5, 2025, that marked the conclusion of Lt. Gen. Milford H. Beagle, Jr.'s, tenure as the CAC commanding general which began in 2022.

Following the relinquishment of command, Beagle, who is the great-grandson of a World War I Veteran, retired from the Army after 35 years of service. His military career began when he decided to join the Reserve Officers' Training Corps while attending South Carolina State University. That decision to join ROTC catapulted his career that included combat tours to Iraq and Afghanistan and command of the 10th Mountain Division, 193rd Infantry Brigade and the U.S. Army Training Center at Fort Jackson in addition to CAC.

"What you want to put into people is that level of motivation that now is not an external thing, it's internal. If I've done that and planted that seed over 35 years, then I am very happy and proud of that accomplishment," said Beagle on what he is most proud of during his career.

As of press time for the *Foundation News*, the new commanding general for CAC, now renamed the Combined Arms Command, has not been announced.

Gen. Gary Brito, U.S. Army Training and Doctrine Command commanding general, left, recognizes Pam Beagle, center, for her 35 years of contributions and support, during the retirement ceremony of her husband, Lt. Gen. Milford H. Beagle Jr., right, at Fort Leavenworth, Kansas, Sept. 5, 2025.



Lt. Gen. Milford H. Beagle, Jr., commanding general, U.S. Army Combined Arms Center, passes the command guidon to Gen. Gary Brito, commanding general, U.S. Training and Doctrine Command, during the CAC relinquishment of command ceremony Sept. 5, 2025.



- (CAC) from page 7

1) Steward the Profession

CAC will continue to uphold Army values, ethics, and standards, fostering a culture of professionalism across the force. Through rigorous professional military education and leader development, CAC ensures that the Army's character and competence remain its defining strength.

2) Develop Leaders

CAC's work in leader development focuses on cultivating adaptive, agile, and innovative leaders — leaders who can think critically, solve complex problems, and operate effectively across the full spectrum of conflict.

3) Drive Change

CAC analyzes the future operational environment, experiments with emerging technologies, and develops the concepts and doctrine that will shape how the Army fights. By connecting lessons learned to modernization, CAC ensures the Army stays ahead of emerging threats.

These efforts are synchronized to create a continuous cycle of improvement — one that reinforces readiness, professionalism, and adaptability at every level.

The redesignation of CAC as a command strengthens unity of effort and unity of command, ensuring the Army's modernization efforts are focused, aligned, and fast-moving. By sharpening its role as a central integrator of concepts, experimentation, and capability development, CAC will help accelerate the delivery of decisive capabilities to Soldiers in the field.

Ultimately, this transformation is about ensuring the Army remains ready to compete, deter, and win in any environment. As the Combined Arms Command moves forward under T2COM, its commitment endures:

Forging the future Army by developing leaders, driving innovation, and upholding the profession — so that America's Army remains the most capable and lethal force in the world. 🇺🇸

CGSC welcomes new leadership

by Mark H. Wiggins
Managing Editor

ON JUNE 18, 2025, THE ARMY UNIVERSITY OFFICIALLY WELCOMED COL. ETHAN DIVEN AS THE NEXT ARMY UNIVERSITY PROVOST AND U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE'S DEPUTY COMMANDANT IN AN ASSUMPTION OF RESPONSIBILITY CEREMONY AT FORT LEAVENWORTH.

Col. Diven assumed command following Brig. Gen. Jason Rosenstrauch, who held the positions for just over a year. Rosenstrauch has been assigned as the deputy commanding general for support for the 2nd Infantry Division at Camp Humphreys, South Korea.

Diven's previous assignment was as commander of the National Training Center's Operations Group at Fort Irwin, California. His past command assignments include the 2nd Armor Brigade Combat Team, 3rd Infantry Division, Fort Stewart, Ga.; 1st Squadron, 40th Cavalry Regiment, 4th Brigade Combat Team, 25th Infantry Division, Fort Richardson, Alaska; and Company B, 1st Battalion, 34th Armor Brigade, 1st Infantry Division, Fort Riley, Kan.

Colonel Diven's operational deployments and combat tours include Operation Iraqi Freedom, Iraq and Operation Enduring Freedom, Afghanistan. Additionally, he deployed under the United States European Command in support of Operation Atlantic Resolve, and deployed in support of Operation Octave Quartz and Operation Allies Refuge while assigned to the Joint Enabling Capabilities Command at Norfolk, Va.

Diven is from San Diego, Calif., and was commissioned as an armor officer through the New Mexico Military Institute. He holds degrees from both Texas Tech University and Central Michigan University. He and his wife, Sabrina, have two children: Jacob, who attends the United States Military Academy at West Point, and their daughter, Kendall, who is a multisport athlete.

Much has changed, and is still evolving, since Diven assumed the role of CGSC deputy commandant. As part of the Army's transformation plans, Army University headquarters is moving to Carlisle Barracks, Pennsylvania, where a newly established two-star general position will serve as president of Army University. Additionally, the provost position will convert to a civilian position and move to Carlisle Barracks to be co-located with the president and perform the functions of chief academic officer.

The Army's transformation plans also establish the CGSC, located at Fort Leavenworth, Kansas as a component college of Army University. Prior to this establishment, the senior officer of Army University, as a Deputy Command General - Education of the Combined Arms Center, was directly subordinate to the Combined Arms Center. The Army University provost administered the day-to-day



Col. Ethan Diven, delivers remarks during his assumption of responsibility ceremony June 18, 2025, in Eisenhower Auditorium of the Lewis and Clark Center on Fort Leavenworth, Kansas. Since this ceremony the Army has converted his position from CGSC deputy commandant and Army University Provost to CGSC commandant.



Lt. Gen. Milford H. Beagle presents a departing recognition award to Jessica Rosenstrouh, wife of Brig. Gen. Jason Rosenstrauch, right, during a ceremony in the Lewis and Clark Center June 18, 2025. The Rosenstrauchs continue their Army journey in Korea.

PHOTOS BY DAN NEAL/ARMY PUBLIC AFFAIRS

operations of subordinate schools and colleges and was dual hailed as the CGSC deputy commandant. The commanding general of the Combined Arms Center served as the CGSC commandant and retained all command authority.

With the changes being planned, the commandant role of the Combined Arms Center (now Combined Arms Command) commander has been pushed down. Diven is now designated as the commandant of CGSC and will report to the Army University president at Carlisle Barracks. As the commandant, Diven will have the appropriate authority to lead and innovate and will no longer perform duties as both commandant and Army University provost.

More details about these changes will be announced in the coming weeks and months. Suffice it to say, the intent of the changes is to optimize the span of control for leaders, co-locate command and academic positions and provide the commandant the necessary authority to exercise effective leadership and oversight. It is interesting to note that the commandant designation was at CGSC level prior to 1976 when it was transferred to the Combined Arms Center commanding general. 🦋



Update from the Commandant

Driving Cognitive Overmatch:

How CGSC is shaping the future of Army education

by Col. Ethan J. Diven

Commandant, Command and General Staff College



Col. Ethan J. Diven

PHOTO COURTESY ARMYU PUBLIC AFFAIRS

FOR MORE THAN A CENTURY, THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE HAS BEEN THE INTELLECTUAL CORE OF THE ARMY'S LEARNING ENTERPRISE. From its origins as the Army's School of Application for Infantry and Cavalry at Fort Leavenworth to its modern role as the nucleus of Army University, CGSC, serving as "America's School for War" since 1881, has adapted and changed to meet the needs of an ever-changing operational environment. Today, that mission is more critical than ever as the United States and its allies face new challenges and emerging threats in a complex and evolving strategic environment. As the Army enacts continuous transformation across the entire institution and Army University plans to incorporate the Army War College to create a new and innovative learning enterprise, CGSC's educational mission remains central to winning against implacable adversaries—a foundation for achieving cognitive overmatch through mastery of the art and science of war.

The influence of CGSC extends far beyond Fort Leavenworth and into the broader Army and joint force enterprise. As a subordinate to Army University, the College's faculty, curriculum, and programs develop graduates who are prepared to apply critical thinking and emerging technologies to solve challenging problems and enable commanders' decision-making. Whether preparing command teams at the School for Command Preparation (SCP), developing field grade leaders at the Command and General Staff School (CGSS), creating operational planners at the School of Advanced Military Studies (SAMS) or supporting leader development at the Army Management Staff College (AMSC), the Sergeants Majors Academy (SMA) and the Warrant Officer Career Course (WOCC), CGSC ensures that its outcomes-based education directly enables operational readiness by providing leaders who are prepared to "run at race-pace" the day they report for duty at Army, joint or partner-led commands.

Driving Cognitive Overmatch

The Army's mandate for transformation catalyzes and provides a sense of urgency for the educational reforms currently taking place across the classrooms and auditoriums at Fort Leavenworth. Across CGSC and the Fort Leavenworth campus, new learning systems, immersive simulations, and collaborative exercise platforms replicate the tempo and uncertainty of modern warfare. Faculty and students alike learn to apply emerging artificial intelligence applications such as One Brief, AI Flow, Torch AI and Power BI to enhance operational analysis and decision-

making. Yet while the Army's transformation strategy emphasizes algorithmic-supported learning and data-enabled decision systems, the enduring competitive advantage remains a more lethal mind. This requires

The influence of CGSC extends far beyond Fort Leavenworth and into the broader Army and joint force enterprise.

professional military education that prepares CGSC graduates to understand, interpret, and act upon complex information faster and more accurately than any opponent. This is the essence of cognitive overmatch: combining human judgment, analytical tools, and adaptive learning to dominate the decision space.

Faculty excellence remains essential to this endeavor. CGSC leaders and instructors — both uniformed and civilian — fuse relevant operational experience and advanced pedagogical skills with a deep commitment to enrich the student experience. Seeking to continuously refine their craft, they integrate new technologies and practices into traditional methods, including war games, planning models, staff rides, case studies, and seminar discussions, to ensure that modernization strengthens the quality of learning without eroding academic rigor. Every year, CGSC faculty send thousands of SAMS, CGSS, and SCP graduates back to the operational force equipped not just with new knowledge, but with new ways of thinking. Because of the mentorship provided at CGSC, students



U.S. ARMY PHOTO BY SGT. STEVEN LEE

S3 IN ACTION: Maj. Sam Kuenker, operations officer for the 1st Battalion, 12th Infantry Regiment, 2nd Stryker Brigade Combat Team, 4th Infantry Division, Fort Carson, Colorado, provides details about an upcoming exercise between the U.S. Army and the Royal Thai Army for a visiting U.S. Congressional Delegation during exercise “Hanuman Guardian 25” (HG25) on March 15, 2025, in Ban di Lang, Thailand.

depart Fort Leavenworth prepared to lead staffs, advise commanders, and drive transformation across formations. Their influence is rooted in what they learned at the staff college and extends to every theater and echelon.

Driving Educational Transformation

This is the enduring power of CGSC: the capacity to shape leaders who unleash the Army’s intellectual edge to

fight and win on the battlefields of today and tomorrow. While the time-honored method of teaching through small-group learning remains central to the college’s approach to military education, the integration of AI, data analytics, and adaptive

learning methods across CGSS, SAMS, and SCP — with the world-class support of Army University Press and the Combined Arms Research Library, ensures that this advantage grows sharper with each graduating class. Looking forward, the CGSC Foundation remains a vital partner in this mission by helping connect alumni, scholars, and supporters to strengthen the College’s reach and impact. Through its generous support and tireless commitment, the Foundation ensures that CGSC continues to inspire essential professional growth across the Army education

enterprise.

General Randy George, the 41st Chief of Staff of the Army, recently directed that “continuous transformation” means “iteratively adapting evolving how we fight, how we organize, how we train, and how we equip.” Military education remains foundational to enacting this vision for positive change as we recognize that cognitive overmatch is not achieved through any single application or course

or program, but rather through leader development that combines proven teaching practices with cutting-edge learning technologies and emerging analytical sciences. It is achieved through an advanced and multi-disciplinary

education that blends character and intellect with logic of purpose and institutional values. As the Army embraces transformation, CGSC will continue to lead as it enacts plans to unite with the Army War College to create a reimagined Army University construct — educating leaders who are ready not only to fight and win the nation’s wars, but to think and adapt faster than any adversary can possibly conceive.

Winning matters — and CGSC’s impactful role in Army education will drive how we win. 🇺🇸

***This is the enduring power of CGSC:
the capacity to shape leaders who
unleash the Army’s intellectual edge
to fight and win on the battlefields
of today and tomorrow.***



Command and General Staff School

Delivering warfighters to the force

by Col. David Norris
Director, Command and General Staff School

Col. David Norris
Director, CGSS



PHOTO COURTESY COL NORRIS

We are America's School for War

The Command and General Staff School (CGSS) teaches application and doctrine, but our leadership and faculty understand that we must teach and research at the intersection of doctrine and the most difficult and demanding problems we face in an increasingly complex and lethal operating environment. *Educating leaders for war is our purpose.* To achieve our purpose, we have employed the concept of threading *critical warfighting concepts* throughout the depth and width of our course to ensure our graduates are “day-one lethal” upon entering the operating force. *We deliver warfighters to the force.*

Closing the Gap with Professional Military Education

Day-One Students are highly talented and specially selected, but only have experience at the tactical level, executing direct leadership at the battalion and below. We teach the tradecraft of the division and corps staff. That is a significant shift in mindset and approach for junior officers. We add 185 days to the training calendar of our division and corps commanders by making our course an on-ramp to their next deployment. We develop, train, and educate student officers to create *Day-One Warfighters*. (see chart below.)

Warfighting, Leadership, and Application

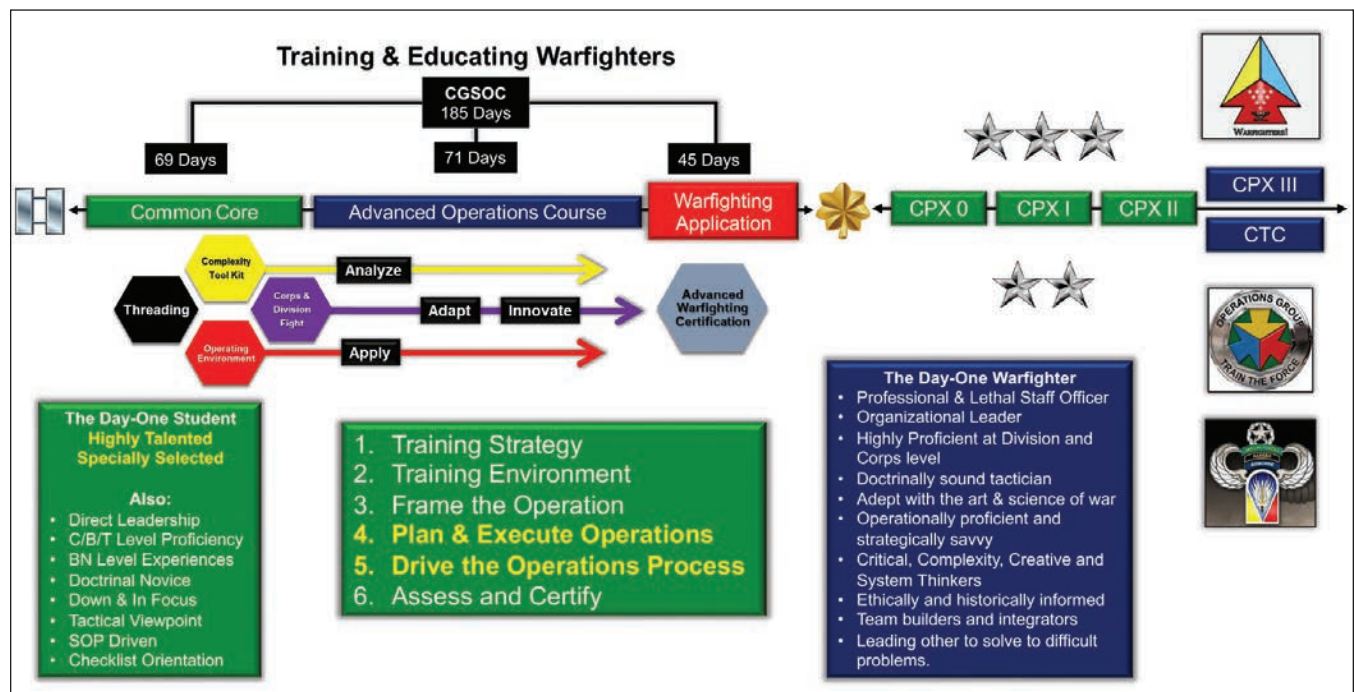
The Command and General Staff School is, and has historically always been, a *school for application*. We train and educate officers in the *tradecraft* of war. We teach the art and science of division and corps-level warfare. We employ a methodology that transitions leaders from company-level to field grade organizational leaders at the division-level. (see chart, page 14)

Framing the Fight: Task, Condition, and Standard

In professional military training we have a task, condition, and standard. Likewise, in the fight we understand the imperative to see yourself, see the enemy, and see the terrain. In professional military education we do the same. The *Joint Warfighting Concept* and the *Army Warfighting Concept*, along with warfighting doctrine, form the foundation of our professional training in the art and science of war. We nest that training in the *Operational Environment 2024-2034* as established by the Army G2, ensuring our students face the conditions and implications of that threat model. We populate our scenarios with the latest formations and tools described in the *Army Structure Memorandum (ARSTRUC) 2028-2032*.

Having set the training strategy, the training environment,

- (CGSS) continued on page 16





School of Advanced Military Studies

Warriors – Scholars – Leaders: The Advanced Strategic Planning and Policy Program:

Developing intellectual overmatch for the U.S. Army

by Col. Dwight Domengeaux
Director, School for Advanced Military Studies

Col. Dwight Domengeaux
Director, SAMS



PHOTO COURTESY COL. DOMENGEAUX

THE ADVANCED STRATEGIC PLANNING AND POLICY PROGRAM (ASP3), ALSO KNOWN AS THE GOODPASTER SCHOLARS PROGRAM, is one of the three programs of the U.S. Army's School of Advanced Military Studies, is a cornerstone of the Army's efforts to develop warrior-scholars capable of leading through the complexities of modern warfare and addressing institutional challenges in a dynamic global environment.

A Warfighting Focus: Preparing Strategic Leaders for Complex Challenges

The ASP3 cultivates field-grade officers into strategic leaders who possess the intellect, operational expertise and advanced education necessary to address the multifaceted challenges of modern warfare. Goodpaster Scholars are selected based on their professional potential, academic aptitude, leadership, and commitment to service. The program attracts officers who have excelled in their Army branches, are intellectually curious and motivated to solve “big” Army problems. Over the course of a rigorous 10-year program, Goodpaster Scholars earn a Ph.D. in a strategically relevant academic discipline from top-tier universities, while also gaining practical experience through strategic developmental assignments.

Their experience and education make Goodpaster Scholars trusted advisors to the most senior leaders enhancing the Army's ability to fight and win in complex and fast-paced environments.

Solving Institutional Army Problems in a Dynamic Strategic Environment

One of the defining features of ASP3 is its focus on addressing institutional challenges and strategic problems facing the Army and Department of War. Recent topics include the Army's role in deterrence and coercive diplomacy; national security decision making; the Russian and Chinese military; supply chain optimization; the challenges posed by a contested homeland in a large-scale war; national mobilization nuclear warfare; military adaptation and transformation; personnel recruitment and retention; and contemporary characteristics of warfare



PHOTO BY MARK H. WIGGINS

From left, Goodpaster Scholars Lt. Col. Dave Dunham, Lt. Col. Tim Wu and Lt. Col. John Q. Bolton provide presentations for the guests of the 2025 National Security Roundtable program hosted by the U.S. Army Command and General Staff College (CGSC) and the CGSC Foundation at the Lewis and Clark Center March 10-12, 2025. SAMS faculty member Chris Prigge, Ph.D., standing at right, moderated the discussion.

like machine learning and artificial intelligence, drones, and mass communications operations. By generating new knowledge and innovative solutions to these and other pressing issues, Goodpaster Scholars help the Army adapt to the evolving strategic environment and maintain its edge through competition and ultimately prevail in conflict.

ASP3 graduates serve in organizations like the National Security Council, the Office of the Secretary of War, the Joint Staff, NATO, Combatant Commands, and Army Commands. These assignments allow scholars to apply their expertise directly to the challenges facing the Army, ensuring that their research and education translate into tangible benefits for the warfighter.

One example is Col. Bryan Frizzelle, who today commands 1st Armored Brigade, 1st Armored Division at Fort Bliss, Texas. Frizzelle's dissertation in Public Policy at University of Texas, Austin, examined the adaptation of NATO in response to specific historical challenges. He then led the transformation of the Supreme Headquarters Allied Powers Europe in response to the Russian invasion of Ukraine. Another example is Col. Scott Gerber (now retired) whose dissertation at Johns Hopkins, *Deterrence Failure and Why Russia May Choose War* (2019). While still researching and writing, Gerber helped to create U.S. European Command's Russia Strategic Initiative. This

– (SAMS) continued on page 16



School for Command Preparation

FY26 curriculum redesign

by

Col. Duane Mosier

Director, School for Command Preparation

and

Lt. Col. Matthew Sweeney

Instructor, School for Command Preparation

Col. Duane Mosier
Director, SCP



THE SCHOOL FOR COMMAND PREPARATION (SCP) IMPLEMENTED A NEWLY DESIGNED PRE-COMMAND COURSE (PCC) CURRICULUM FOR FISCAL YEAR 2026. The effort began with Army senior leader guidance in spring and summer 2025 to consolidate course content and find efficiencies in course execution. Planners within SCP in partnership with the Centers of Excellence and the Judge Advocate General's Legal Center and School designed a shortened pre-command curriculum that incorporated the Branch PCCs and Senior Officer Legal Orientation course into the resident PCC taught at Fort Leavenworth, Kansas.

Previously, a lieutenant colonel selected for tactical command attended the 2-week *Chief of Staff of the Army's Core Course* (PCC) and a 3-week *Tactical Commander Development Course* at Fort Leavenworth. Additionally, the officer would attend a one-week course at their branch's Center of Excellence, and the one-week *Senior Officer Legal Orientation* (SOLO) course in Charlottesville, Virginia. These courses totaled seven weeks of temporary duty at different locations for command preparation work that was ultimately cumbersome for the individual, disruptive to their assigned unit, and restrictive for the Army Reserve and National Guard due to funding and duty day limitations.

The new command preparation curriculum represents a reduction in temporary duty costs and consolidation of instruction at Fort Leavenworth. The new course design incorporates a "Total Army" approach with opportunities for increased attendance of the Army Reserve and National Guard in tactical development and legal orientation portions of the curriculum. It also expedites the process of certifying selectees for command team positions, while still providing all essential aspects of command preparation education designed to enable success in leadership roles at battalion and brigade level.

All students (colonels, lieutenant colonels and sergeants major) now attend the two-week *Chief of Staff of the Army Pre-Command Course* (CSA-PCC) at Fort Leavenworth.

The course provides key engagements with Army senior leaders as well as seminar time to examine and reach deeper understanding of subjects such as mission command, ethical reasoning, positive command climate, building cohesive teams, the Army profession, and vision development. The first week of CSA-PCC concludes with a legal orientation (previously known as SOLO) taught on Saturday. The second week begins with a "Branch Day"

followed by seminar time aligned to a functional, tactical, or command sergeant major track of instruction. Officers designated to command a tactical battalion or brigade remain at Fort Leavenworth for a

The new command preparation curriculum represents a reduction in temporary duty costs and consolidation of instruction at Fort Leavenworth.

third week to attend the *Advanced Tactical Commander Development Course* (Adv TCDC).

SCP also maintains program management over the *Company Commander & First Sergeant Pre-Command Course*. The course contains mandated tasks approved by the commanding general of the Combined Arms Command. The curriculum is taught in a decentralized manner at installations around the world focusing on the mandated tasks, plus any additions dictated by the local installation's senior commander. A review of the mandated tasks took place in FY25, and a change was made to move from 19 mandatory tasks to 18, while consolidating some lesson plans under certain mandated tasks to eliminate redundancies.

The remainder of SCP courses in the catalog were unchanged. These include the *Command Team Spouse Development Course* (CTSDC) for spouses of command team selectees of battalion and brigade level commands, and *Army Strategic Education Program - Command* (ASEP-C) for officers newly promoted to general officer.

SCP continues to fulfill its role as the Chief of Staff of the Army's executive agent for the Army's Command Preparation Program. The team of SCP professionals entered FY26 with a new curriculum designed to enable leaders to lead purpose driven organizations within our Army to fight and win on the modern battlefield. 🇺🇸



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– (CGSS) from page 12

and the operational frame, our student officers rigorously plan and *execute operations* and *drive the operations process*. We then assess and certify those student officers in accordance with the Mission Command Training Tables for the division and corps from TC 6-0.4 – the same standard used by every corps and division commander in the Army to train and certify their warfighting staffs. Furthermore, we include the Army’s Multi-Domain Operations Gaps and Concept Required Capabilities as critical research demands for adaptation and innovation among student officers and faculty.

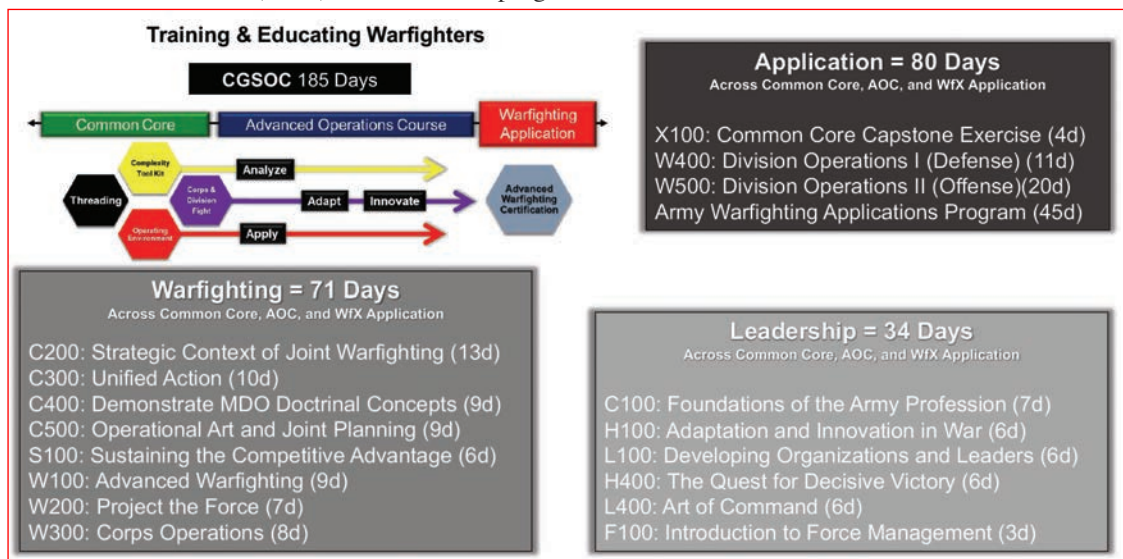
Focusing on the Corps and Division Fight

We have reframed our entire curriculum on the replication of critical corps and division-level warfighting problem sets. We replicate critical corps and division functions such as targeting (intelligence collection and fires), protection, and sustainment working groups, and Commander’s Decision Board (CDB) to inform shaping,

resource allocation, battlefield geometry, and risk at echelon to develop more lethal officers. Graduates must have a detailed understanding of battlefield geometry, the critical path model for resourcing, and multi-domain/multi-echelon operations in a dynamic interconnected framework. *Leading in complexity at scale is a critical field grade officer skillset.*

Assessing the Warfighter: Real-World Demands for Performance

CGSS assesses warfighting ability as measured in real-world scenarios, with work that replicates the demands of warfighting tradecraft. Authentic assessment evaluates a graduate’s ability to apply knowledge, skills, and tradecraft to real-world tasks and challenges encountered in their profession. A practicum serves as an authentic assessment by immersing graduates in performance-based activities that reflect the complexities and demands of the operational force. 🛡️



– (SAMS) from page 13

became a vehicle to understand strategic challenges posed by Russia and inform U.S. responses across multiple combatant commands.

Return on Investment: Building a Bench of Strategic Leaders

The Combined Arms Command wisely invests a small portion of its annual budget on Goodpaster Scholars, yet the program’s impact on the Army far outweighs the modest expenditure, as illustrated by Goodpaster Scholars’ academic research and their subsequent performance in the operational force. More than 96% of eligible ASP3 officers have been selected for battalion command, more than 70% have been selected for senior service college, and more than 50% have been selected for brigade command — numbers that outpace Army wide-selection rates. Furthermore, 91% of Goodpaster Scholars completed their doctorate in under six years — resulting in 96 officers with a Ph.D. since the

program began in 2012.

ASP3 graduates have contributed to the profession of arms by producing more than 25 books, articles, and podcasts, several of which have been included on the Chief of Staff of the Army’s recommended readings.

Enduring Value

The Advanced Strategic Planning and Policy Program exemplifies the Army’s commitment to excellence in leader development and strategic education. Goodpaster Scholars are trusted advisors to senior leaders and future architects of war-winning strategies. Their contributions to the Army and the nation demonstrate the enduring value of this exceptional program. Through ASP3, the Army is strategically investing in a select group of proven warriors whose scholarship, research, advice, and leadership will lead the Army’s continuous transformation to win in any conflict. 🛡️

Moldova's Minister of Defense inducted to International Hall of Fame

*by Sarah Hauck
Army University Public Affairs*

THE REPUBLIC OF MOLDOVA'S MINISTER OF DEFENSE ANATOLIE NOSATȚI WAS INDUCTED TO THE COMMAND AND GENERAL STAFF COLLEGE'S INTERNATIONAL HALL OF FAME Aug. 20, 2025, in a ceremony in the Pentagon Hall of Heroes in Arlington, Va.

NosatȚi is the fourth Moldovan to be inducted into the IHOF, which includes just over 300 individuals.

IHOF represents CGSC graduates who have returned to their home countries and risen to the highest positions of uniformed leadership within their home countries' Defense Forces.

"Today's ceremony epitomizes the best of this time-honored tradition, celebrating the brilliance and capabilities of an exceptional military officer, defense minister, husband, dad, son, and friend," said the host of the event, Maj. Gen. Stephanie Ahern, Director, Strategy, Plans and Policy, Office of the Deputy Chief of Staff, G-3/5/7. "We are confident that you agree this is a fitting tribute to Minister NosatȚi's exemplary career to date and to his future successes that assuredly lie ahead of him."

NosatȚi's military career began in 1994, Ahern explained, with a long career of education and training, which brought him to the United States on several occasions. Her connection with NosatȚi was when they overlapped as students at the U.S. Army Engineer Captain Career Course in 1999 at Fort Leonard Wood, Missouri.

NosatȚi has commanded at many levels of leadership to include battalion, brigade, land-forces, and more than three years at the United Nations headquarters in New York.

He reached his current and more prestigious career milestone as Minister of Defense in 2021.

While his list of military awards includes the Presidential Medal of Military Merit and Order of Allegiance to the Motherland, induction to the CGSC IHOF is an honor that reflects on Moldova's commitment to military leader development and success, Ahern explained.

A total of 37 Moldovan officers have graduated CGSC's Command and General Staff Officer Course, punctuating NosatȚi's military achievement as the fourth inductee from their country.

NosatȚi's CGSOC Class of 2005 has generated IHOF inductees from four other countries – Belize, El Salvador, Guyana, and Trinidad and Tobago.

"It is with great pride that we recognize your achievements today and look forward to continuing to partner with you, your countrymen, and your fellow Soldiers and officers for many decades to come," Ahern said.



Anatolie NosatȚi, Minister of Defence of the Republic of Moldova, gives his remarks during his induction ceremony into the Command and General Staff College International Hall of Fame in the Pentagon Hall of Heroes, Arlington, Va. Aug. 20, 2025.

After her remarks Ahern and NosatȚi unveiled the portrait of NosatȚi that will be added to the Command and General Staff College's International Hall of Fame gallery in the Lewis and Clark Center on Fort Leavenworth. CGSC Foundation President/CEO Lora Morgan also presented NosatȚi with a gift of a miniature Fort Leavenworth Lamp designating him as an honorary life constituent of the CGSC Foundation.

According to Jim Fain, director of the International Military Student Division at CGSC, NosatȚi stressed during his acceptance remarks the important role CGSOC played in his personal and professional development, and more importantly in the transformation of the Moldovan Armed Forces – most notably their Land Forces. NosatȚi stated that each of the "operational, front-line battalions of the

– (IHOF) continued on page 18

– (IHOF) from page 17

Moldovan Army are currently commanded by CGSOC graduates” – and that maintenance of this relationship is imperative to their continued transformation.

“His pride in his affiliation with the U.S. Army Command and General Staff College was clear for all to see,” Fain said.

International Hall of Fame

In 1973, the CGSC, the Kansas City Chapter of the Military Order of the World Wars, and the Alumni Association at that time jointly established the IHOF. The

CGSC Foundation and Alumni Association founded in December 2005 now supports the IHOF.

The purpose is to provide a means of recognition for international graduates, who through military merit, attained qualifying positions of importance in their respective country’s armed forces; or who have held an equivalent position by rank or responsibility in a recognized multinational military organization.

The IHOF has 306 inductees, representing 81 different countries.

Each inductee’s portrait hangs in the IHOF within the Lewis and Clark Center and is a highlight for visitors. 🏆



Maj. Gen. Stephanie Ahern, Director, Strategy, Plans and Policy, Office of the Deputy Chief of Staff, G-3/5/7, and Anatolie Nosafii, Minister of Defence of the Republic of Moldova, unveil the portrait of Nosafii that will be added to the CGSC International Hall of Fame gallery during his induction ceremony in the Pentagon Hall of Heroes, Arlington, Va. Aug. 20, 2025.



CGSC Foundation President/CEO Lora Morgan presents Anatolie Nosafii, Minister of Defence of the Republic of Moldova, 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 in the Pentagon Hall of Heroes, Arlington, Va. Aug. 20, 2025.

U.S. ARMY PHOTOS BY CHRISTOPHER KAUFMANN



From left, Mr. Jim Fain, Director, International Military Student Division, Command and General Staff College, Lora Morgan, President/CEO, CGSC Foundation, Anatolie Nosafii, Minister of Defence of the Republic of Moldova, and Maj. Gen. Stephanie Ahern, Director, Strategy, Plans and Policy, Office of the Deputy Chief of Staff, G-3/5/7, pose for a photo after Nosafii’s induction to the CGSC International Hall of Fame in the Pentagon Hall of Heroes, Arlington, Va. Aug. 20, 2025.



Read the story online and see more photos:

<https://www.cgscfoundation.org/moldovas-minister-of-defense-inducted-to-international-hall-of-fame>





Colin L. Powell
LECTURE SERIES

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

Former U.S. Army Pacific commander, current AUSA president/CEO delivers Class of 2026 Powell Lecture

by Mark H. Wiggins
Managing Editor



PHOTO BY MARK H. WIGGINS

General (Ret.) Robert B. Brown presented the annual Colin L. Powell Lecture for students of the CGSC Class of 2026 at the U.S. Army Command and General Staff College Sept. 10, 2025, in the Eisenhower Auditorium of Fort Leavenworth's Lewis and Clark Center.

Brown is a former commander of Fort Leavenworth and commandant of the Command and General Staff College, former commander of U.S. Army Pacific, and currently serves as the president and CEO of the Association of the U.S. Army in Arlington, Virginia.

"When I was sitting where you are Colin Powell actually gave us the best lecture that I've ever heard, Brown said to the assembled class. "I took pages of notes and used it my whole career. He was an amazing leader and I had the opportunity, the privilege to work with him a few times. He was an amazing person and

leader, and so what an honor to be here for the Colin Powell Lecture Series."

Brown then went on to deliver his presentation entitled "To succeed, you have to fail."

"I tell you honestly, I'd rather sit up here and tell you a few good things I did over the years," Brown said, "but you wouldn't learn as much. You learn a lot from failure."

Brown talked about his understanding of using failure as a stepping stone to success by describing an incident in his unit when he was a battalion commander. No one was hurt, but while conducting Bradley fighting vehicle gunnery, one of his troops accidentally shot a training round and hit an Apache helicopter that was flying on a gunnery range adjacent to the range his unit was using.

"It was very tough," Brown said, "I was ready to quit, and I'm not a quitter." He described his conversation



Retired Gen. Robert B. Brown delivers his remarks during the annual Colin L. Powell Lecture for students of the Command and General Staff Officers Course Class of 2025 in Eisenhower Auditorium in Fort Leavenworth's Lewis and Clark Center Sept. 10, 2025.

PHOTO BY MARK H. WIGGINS



PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS

with his wife, who was obviously part of his support network along with his battalion command sergeant major. But with the support of his network and his chain of command, he hung on and immediately deployed on a mission to Bosnia where his unit performed very well.

Brown said the incident was an incredible attention-getter for all the officers and NCOs and ironically provided his unit with an advantage going into a deployment. They benefitted from taking a newly-reinforced look at details which helped them on several occasions during the deployment.

"I became a better leader," Brown said. "You cannot succeed without failure. It's impossible. The only way you don't fail is that you're doing nothing...and that's failure. I'm not saying it's not painful. Going through things makes you stronger and we don't talk about it enough."

Brown then discussed some other historical examples of using failure as a stepping stone to success, such as President Abraham Lincoln who endured personal and political tragedies before finally being elected president. And even then, he had to persevere through a civil war to preserve the Union and end slavery, proving that resilience, or "grit" as Brown said he preferred to call it, leads to success.



PHOTO BY MARK H. WIGGINS

After presenting the Colin L. Powell Lecture to students of the Command and General Staff Officer's Course Class of 2026, retired Gen. Robert Brown spoke with students in the School of Advanced Military Studies Class of 2026 in the Eisenhower Auditorium of Fort Leavenworth's Lewis and Clark Center.

He also spoke about George Washington and Gen. Ulysses S. Grant having multiple failures before finally being successful.

Brown said the failures couldn't be from illegal, immoral or unethical situations, but from simply trying to do the right thing and having bad things happen in the process.

"True, lasting resilience is forged in the fires of adversity," he said. He went on to talk about the research into the psychological and neuroscientific insights about the role of failure in deeper learning and growth. He described some strategies to use for handling failure such as taking ownership, building self-awareness, shifting personal mindsets to see challenges as learning opportunities, and learning to build a support network of peers and mentors who offer honest feedback.

Part of his presentation was to encourage the students to change their attitudes about failure and taking risks. He said that reframing failure as a way to learn and grow was the best approach and that avoiding failure by avoiding risks was a guarantee for mediocrity.

Brown concluded his remarks by citing his favorite quote "man in the arena" by Theodore Roosevelt.

"See failure as a journey, learn from failure and embrace grit, resilience," Brown said. "I hope you got some good lessons from this that will help you in the future."

After the Q&A, CGSC Foundation President/CEO Lora Morgan, along with Command and General Staff School Director Col. David Norris, presented Brown with a Colin L. Powell Lecture Series commemorative coin from the Foundation in appreciation for his presentation.

After presenting the Colin L. Powell Lecture Brown spoke with students in the School of Advanced Military Studies Class of 2026.

After his time with the students, Brown conducted an office call with Gregg Thompson, deputy to the

commanding general, at the Combined Arms Center headquarters and then visited Leavenworth High School to speak with Junior ROTC students. Later that evening he was the keynote speaker for the CGSC Foundation's Distinguished Speaker Series dinner event in downtown Kansas City.

Foundation Chairman Maj. Gen. (Ret.) Chris Hughes introduced Brown at the dinner event, calling him the most influential mentor of his career.

Brown spoke about the Army and the nation's history, how the Army is older than the nation in light of the impending 250th anniversary of the nation next year and the Army's 250th anniversary this year. He quoted President Gerald Ford in his bicentennial remarks at Valley Forge, Pennsylvania on July 4, 1976.

"Independence has to be defended as well as declared; freedom is always worth fighting for; and liberty ultimately belongs only to those willing to suffer for it," Brown quoted.

"The good news is, these folks [the military] are so dedicated that most Americans don't know it, take it for granted...and they shouldn't be worried about their freedom," Brown said. "But it is good if they're aware of what's going on."

In that light, Brown highlighted two examples of Soldiers fighting for the nation, one from World War II and one from Korea, that exemplify the selfless service of the U.S. military. – Army Staff Sgt. Herbert H. Burr, from Independence, Missouri, who was awarded the Medal of Honor for his actions in Germany in World War II and Army Chaplain Emil Kapaun, from Pilsen, Kansas, who was awarded the Medal of Honor posthumously for his actions in Korea both in combat and while in a Korean prisoner of war camp where he died.

After speaking about these Soldiers selfless service, Brown opened up for an extended question and answer session to allow audience members to ask about current

– continued on page 22



Retired Gen. Robert B. Brown delivers his remarks for the assembled guests during the CGSC Foundation's Distinguished Speaker Series dinner event in downtown Kansas City Sept. 10, 2025. 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. Brown delivered the annual Colin L. Powell Lecture Series presentation at the U.S. Army Command and General Staff College earlier that day.

challenges and the U.S. response to counter them.

After the Q&A period with the audience, CGSC Foundation President/CEO Lora Morgan presented him with a Fort Leavenworth Lamp statuette in appreciation for his time with the Foundation and its guests.

General Robert Brooks Brown, U.S. Army, Retired, is the president and CEO of the Association of the United States Army (AUSA), headquartered in

Arlington, Virginia. He retired in 2019 with more than 38 years service having led troops at every level. His last command assignment before retirement was as commanding general, U.S. Army Pacific in Hawaii. Prior to that assignment he served as commander of the Combined Arms Center and Fort Leavenworth and commandant of the U.S. Army Command and General Staff College from February 2014 to April 2016. 🏆

CGSC Foundation President/CEO Lora Morgan presents Gen. (Ret.) Robert B. Brown with a Fort Leavenworth Lamp statuette in appreciation for his time with the Foundation and its guests at the Foundation's Distinguished Speaker Series dinner event in downtown Kansas City Sept. 10, 2025.



PHOTO BY MARK H. WIGGINS

The CGSC Foundation thanks the sponsors of the Distinguished Speaker Series dinner with Gen. Brown

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Read the story online for more photos and video:

<https://www.cgscfoundation.org/gen-brown-delivers-class-of-2026-powell-lecture>



Rod & Gun Club, CGSC Foundation host 5th Annual International Family Fishing Derby

by Mark H. Wiggins
Managing Editor



PHOTOS BY MARK H. WIGGINS

THE FORT LEAVENWORTH ROD & GUN CLUB AND THE CGSC FOUNDATION HOSTED THE FIFTH ANNUAL INTERNATIONAL FAMILY FISHING DERBY AT MERRITT LAKE ON FORT LEAVENWORTH ON SEPT. 6, 2025. This annual event is designed for the international military students (IMS) and their families who are attending the Command and General Staff College.

As in previous years, volunteers from Fishing's Future, a nonprofit organization dedicated to teaching the skills and benefits of recreational angling, assisted the Fort Leavenworth Rod and Gun club in running the derby. The CGSC Foundation sponsored the derby with the fishing bait and concessions.

"This is one of the programs we invest in that engages families and we're very proud to be a part of it," said Lora Morgan, president/CEO of the CGSC Foundation. "It's really fun to just see how much fun the kids have when they catch their first fish and to know we're helping international students make memories during their time at Fort Leavenworth."

Seventy-seven IMS and their family members participated in the derby with the majority experiencing the joy of fishing for the first time. Volunteers from Fishing's Future taught classes on how to handle the rod and reel combos and how to cast. After a quick lesson, the families lined the docks and the banks hoping for their first catch. Volunteers from the Rod and Gun Club and Fishing's Future moved along behind to record each catch, assist with clearing the inevitable snags along the bank, help bait hooks and release the fish back into the lake if the fishermen were too uneasy about touching them.



Fred Rembel, age 5, son of CGSOC international military student Maj. Mait Rembel from Estonia, shows off his first fish during the fifth annual International Family Fishing Derby on Sept. 6, 2025, at Fort Leavenworth's Merritt Lake.

- continued on page 24

At the end of the two-hour fishing period Morgan, along with Tad Slatter from the Rod and Gun Club, presented awards for the most fish caught in four divisions: male youth, female youth and male and female adult. Award winners received a new rod and reel combination. The winners were:

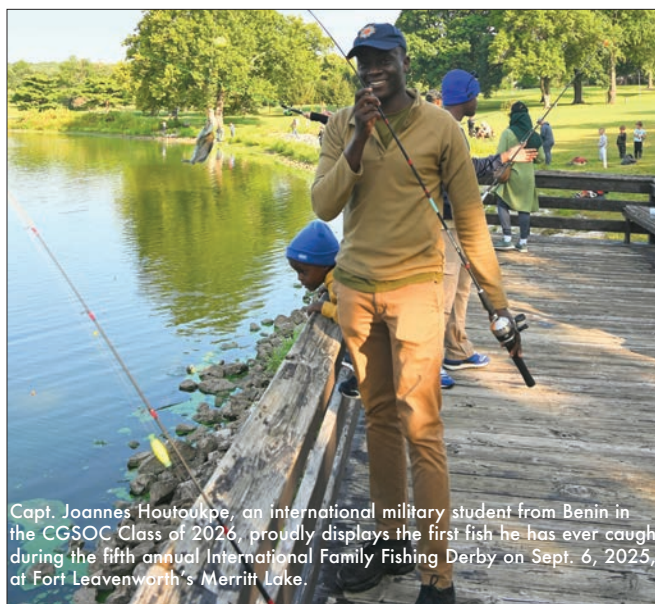
Female Adult division: Capt. Kinga Slota, CGSOC international military student from Poland

Male Adult division: Capt. Loglo Kokou, CGSOC international military student from Togo

Female Youth division: Astrid Grahm, daughter of CGSOC international military student Maj. Karl Bolin from Sweden.

Male Youth division: Mike Rembel, son of CGSOC international military student Maj. Mait Rembel from Estonia.

At the conclusion of the awards ceremony, Slatter and Morgan thanked all the participants, volunteers and sponsors. 🐟



Capt. Joannes Houtoukpe, an international military student from Benin in the CGSOC Class of 2026, proudly displays the first fish he has ever caught during the fifth annual International Family Fishing Derby on Sept. 6, 2025, at Fort Leavenworth's Merritt Lake.

PHOTOS BY MARK H. WIGGINS

Below: Lora Morgan, CGSC Foundation president/CEO, left, and Tad Slatter, Fort Leavenworth Rod & Gun Club, right, present awards to the 2025 International Family Fishing Derby division winners Sept. 6, 2025, at Fort Leavenworth's Merritt Lake.



Female Adult division: Capt. Kinga Slota
CGSOC international military student from Poland



Male Adult division: Capt. Loglo Kokou
CGSOC international military student from Togo



Female Youth division: Astrid Grahm
daughter of CGSOC international military student
Maj. Karl Bolin from Sweden



Male Youth division: Mike Rembel
son of CGSOC international military student
Maj. Mait Rembel from Estonia



Read the story online and see more photos:

<https://www.cgsocfoundation.org/rod-gun-club-cgsoc-foundation-host-5th-annual-international-family-fishing-derby>



CGSC Mentor Program kicks off in AY26

by Michelle Garcia

CGSC Foundation Mentor Program Coordinator

THE CGSC MENTOR PROGRAM FOR ACADEMIC YEAR 2026 IS ACTIVE AND GROWING AND OUR MENTOR NETWORK IS EXPANDING TO MEET THE DEMAND.

In this first half of the academic year about 20 students joined the program. In addition to individual mentor-mentee meetings, the CGSC Mentor Program organized two networking events and a three-part Leadership Education Series.

The goal of the CGSC Mentor Program is to provide opportunities for current students to meet alumni, overcoming one of the most common barriers to developing a mentor-mentee relationship – meeting a mentor. The students have a robust support network of coaches and instructors while they attend the Command and General Staff College but are often too busy to attend the alumni and educational events where they could meet a potential mentor. Led by Lt. Col. Emily Baker from the CGSC Department of Command and Leadership, the CGSC Mentor Program organized networking events and educational programs at times and locations conducive to the students' schedules.

The CGSC Foundation and Alumni Association continues to provide administrative and financial support to the program activities through generous donations from Angela Remington and Matt Anderson from the Leavenworth First Command office and Jowler Creek Vineyard and Winery.

If you want to be a part of this program as a donor, mentor, or mentee, contact us at office@cgscf.org, 913-651-0624, or in person at the CGSC Foundation and Alumni Association office in the Lewis and Clark Center. 🍷



PHOTOS BY STEPHENIE COLE AND ELIZABETH HILL

Above: CGSOC students 'work the room' speaking with mentor prospects during the CGSC Mentor Program networking event Aug. 20, 2025 in the Frontier Army Museum.



Above: Mentors and students spend time together at the CGSC Mentor Program event at the Jowler Creek Vineyard and Winery in Platte City, Missouri, Sept. 12, 2025.

Left: Mentors and students gather for a group photo at the CGSC Mentor Program event at the Jowler Creek Vineyard and Winery in Platte City, Missouri, Sept. 12, 2025.



PHOTOFLASH

CGSOC, SAMS Classes of 2025 graduate

In a ceremony June 6, 2025, 950 officers representing nearly all branches of the armed forces, 92 international militaries, and three federal agencies completed the 10-month Command and General Staff Officers Course in the Class of 2025. Two weeks earlier 129 students representing the total Army, the joint force, 11 allied partner nations, and several federal agencies graduated from the School of Advance Military Studies.

Use the links and QR codes below to read the full stories, see more photos and watch video of the full ceremonies.



CGSOC Graduation –
<https://www.cgscfoundation.org/cgsoc-graduation-250606>



SAMS Graduation –
<https://www.cgscfoundation.org/sams-2025-graduation-awards-ceremony>



PHOTO BY DAN NEAL/ARMYU PUBLIC AFFAIRS

Maj. Zakariae Tiddarine from Morrocco, right, receives the General Dwight D. Eisenhower Award from ceremony guest speaker Brig. Gen. Matthew Hardman, deputy commanding general (Maneuver), 1st Infantry Division, honoring him as the top international graduate in the Command and General Staff Officers Class of 2025 at graduation, June 6, at the Lewis and Clark Center.



PHOTOFLASH

Class of 2026 International Flag Ceremony

Flags representing 92 nations were marched across the stage of Eisenhower Auditorium and posted Aug. 11, 2025, in an International Flag Ceremony that marks the beginning of the Command and General Staff College's Command and General Staff Officer Course Class of 2026.

This year, a Cabo Verde flag was added to the display, marking the first time the nation has sent a student to America's "School for War."



Use the link below or the QR code to read the full story and see more photos and video:
<https://www.cgscfoundation.org/honored-tradition-opens-cgsoc-class-of-2026-academic-year>



PHOTO BY MARK H. WIGGINS



PHOTOFLASH

Fort Leavenworth kids 'check-out' their library

The CGSC Foundation sponsored the "Check-out Your Library" Back-to-School Book Giveaway at the Ike Skelton Combined Arms Research Library (CARL), Aug. 1, 2025.

The event kicked-off with tables piled high with children's and young adults' books, and every child that attended left with a bag full of free books. Library staff members manned the craft station in the children's section, and also put together a scavenger hunt to help children get acquainted with the library. Foundation staff assisted families entering to win the door prizes, and library staff helped families understand and navigate the library.



PHOTO BY JESSICA STEWART/SJC MARKETING



Use the link below or the QR code to read the full story and see more photos:
<https://www.cgscfoundation.org/fort-leavenworth-kids-check-out-their-library>





THE SIMONS CENTER

FOR ETHICAL LEADERSHIP AND INTERAGENCY COOPERATION

Continuing leadership and engagement

by John Nelson
Senior Research Fellow

WE HAVE HAD ANOTHER DYNAMIC AND PRODUCTIVE PAST FEW MONTHS AT THE SIMONS CENTER. Building on our mission to cultivate ethical leaders capable of navigating complex interagency environments, the Center has hosted a series of impactful events, broadened its outreach, and enriched its scholarly contributions to national security discourse.

Our Distinguished Speaker Series (DSS) continued to draw attention with three compelling presentations. In May we reflected on the fall of South Vietnam with a former CGSC professor detailing the final chapters of that conflict. In September the discussion turned to arms control challenges, with expert analysis illuminating the evolving strategic landscape. October's event featured Lt. Gen. (Ret.) Robert Caslen, whose presentation on his book *The Impossible Mission* explored the intricacies of leadership and operational success under extreme conditions. Notably, Caslen's engagement extended beyond the DSS, as he led an InterAgency Brown-Bag Lecture for students and faculty and subsequently spoke at the Arter-Rowland National Security Forum (ARNSF), exemplifying the Center's commitment to blending scholarship with direct community engagement. (see article, page 30)

In Des Moines, the National Security Forum (DMNSF) tackled the Iranian strategic challenge in a focused October event, inviting participants to deepen their understanding of evolving threats and U.S. strategic responses. (see article, page 29)

The ARNSF has hosted five thought-provoking events since spring, underscoring critical themes in contemporary security. From May's exploration of the Army's command assessment program to June's reflections on the art of generalship, through a September examination of artificial intelligence's impact on defense, to September's focused look at arms control in a shifting global order, and finally a discussion about *The Impossible Mission* with Lt. Gen. (Ret.) Caslen, the forum continues to convene leading military, academic, and policy voices. Just as Caslen did, Lt. Col. (Ret.) Peter Pandolfi, editor of *Implementing U.S. Arms Control Agreements: A View from the Trenches*, led the conversation at both ARNSF and DSS events, highlighting the synergy between our programming and published scholarship. (see article, page 28)

Our publishing efforts this cycle also featured two major books. Lt. Gen. (Ret.) Caslen's *The Impossible Mission* and *Implementing U.S. Arms Control Agreements*, edited



InterAgency Journal 15-1 is available online:
<https://thesimonscenter.org/publications-post/interagency-journal-15-1>
or use the QR code

by Dr. Gilbert Bernabe, Dr. Peter Pandolfi, and Herbert Cook, were not only celebrated through their authors' appearances at Center events but are also actively promoted in the Foundation's gift shop, providing vital resources for professionals and scholars alike.

The Spring 2025 edition of the *InterAgency Journal* (IAJ), our peer-reviewed national security journal, continued to advance critical research on topics ranging from emerging geopolitical challenges to operational frameworks across government agencies. The breadth and quality of these contributions underscore the Simons Center's pivotal role in fostering rigorous, policy-relevant scholarship.

This season also saw a leadership transition at the Simons Center. Colonel (Ret.) Todd Schmidt has assumed the role of director, bringing a wealth of experience and a fresh perspective to guide the Center's next phase. I will be stepping down from the director position but will remain actively engaged as a Senior Research Fellow, committed to continuing our work through research and mentorship.

Looking ahead, the Simons Center remains steadfast in its mission to drive ethical leadership development, facilitate interagency cooperation, and enrich the national security community with timely forums and cutting-edge scholarship. Our calendar for the coming year is full, and our commitment unwavering, as we continue to support the Command and General Staff College, the CGSC Foundation, and the broader interagency community.

For more information on our events, publications, and engagement opportunities, please visit the Simons Center's website or contact the Command and General Staff College Foundation. 🦅



Arter - Rowland National Security Forum

by Mark H. Wiggins
Managing Editor

THE ARTER-ROWLAND NATIONAL SECURITY FORUM (ARNSF) CONTINUES TO GROW ITS MEMBERSHIP AND ITS BREADTH OF TOPICS DISCUSSED. Since the *Foundation News* last reported, the Forum has conducted five meetings at the Carriage Club in downtown Kansas City.

On May 15, 2025, Col. Andy Morgado, briefed attendees on the U.S. Army Command Assessment Program (CAP), the Army's new method of selecting senior Army leaders. He described how CAP observes components of leader attributes not necessarily visible to their leaders and how the process is generating interest across other services, international partners, and private industry.

On June 19, 2025, Nicholas Prime, Ph.D., a professor in the School of Advanced Military Students at Fort Leavenworth, Kansas, discussed the contemporary challenges of generalship he discovered during a 3 1/2-year study he conducted at the Army War College at Carlisle Barracks, Pennsylvania. He discussed the general officer mindset, perspective, and the "practice" of civil-military relations that are critical competencies for 4-star military officers.

On Sept. 4, 2025, Brian Weaver, founder and CEO of national security focused artificial intelligence (AI) research and development company Torch.AI, provided attendees with an insightful look at artificial intelligence and how he has grown his company in the sector. Perhaps the most important point he stressed was that AI was capable of processing information much more quickly than humans, which can help military leaders make decisions much faster in the current operational environment. This ability is why he contends, and many others share his opinion, that the next fight won't be won with firepower, but with decision speed.

Later in the month on Sept. 25, Peter W. Pandolfi, Ph.D., a former treaty policy analyst, inspector and escort for the On-Site Inspection Agency (OSIA), conducted a presentation and discussion on *Implementing U.S. Arms Control Agreements*, a book he coedited. The book was published by the CGSC Foundation/Simons Center. The details of how arms control agreements were verified has



Command Assessment Program
May 15, 2025



Generalship in contemporary times
June 19, 2025



Artificial Intelligence • Sept. 4, 2025



Implementing Arms Control
Sept. 25, 2025



The Impossible Mission • Oct. 16, 2025

been mostly an untold story destined to die as the Cold War becomes more distant.

Finally, on Oct. 16, retired Lt. Gen. Robert L. Caslen, Jr., the former chief of the Office of Security Cooperation in Iraq, provided a presentation on his book *The Impossible Mission*, which was also published by the CGSC Foundation/Simons Center. The focus of the book is that after eight-and-a half years of war, and the sacrifice of 4,614 Americans, it is critical that we as a nation understand how this war terminated, and study the lessons learned so that we do not have to re-learn it all over again in the next war. He recounted the challenges of changing policies, new strategies, absence of U.S. government agencies and the cancellation of authorities during the mission he led.

ARNSF events are for members and their guests only. If you are interested in joining, contact Col. (Ret.) Todd Schmidt at tschmidt@cgscf.org or visit the Forum page on the Simons Center website (link/QR below). 📄

Thank you to the Sponsors of the Arter-Rowland National Security Forum



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





Des Moines National Security Forum

by Mark H. Wiggins
Managing Editor

SINCE THE SPRING 2025 ISSUE OF THE *FOUNDATION NEWS*, THE DES MOINES NATIONAL SECURITY FORUM (DMNSF), A PROGRAM FACILITATED BY THE COMMAND AND GENERAL STAFF COLLEGE FOUNDATION'S SIMONS CENTER CONDUCTED TWO MEETINGS.

On May 22, 2025, the featured speaker for the gathering was U.S. Air Force Col. Paul Vicars, Ph.D., an assistant professor with the U.S. Army School of Advanced Military Studies at Fort Leavenworth, Kansas. Vicars provided a presentation entitled "Balancing Ideals and Interests in International Politics."

In his presentation, Vicars outlined a framework for evaluating the ethical implications of war. Drawing on the ideas of German military theorist Carl von Clausewitz, he emphasized that war is an extension of politics. Vicars argued that, as in politics, there must be a balance between the ideal—where nations honor their promises indefinitely—and the reality that shifting global circumstances sometimes require prioritizing national interests.

Oct. 1, 2025, the featured speaker was retired U.S. Army Colonel M. Scott Weaver, a seasoned combat veteran, scholar, and strategist with deep regional expertise. Drawing on his 27 years of military service and his time in strategic assignments throughout Southwest Asia, Weaver provided a nuanced briefing on "The Iranian Strategic Challenge: Enduring Legacies and Modern Realities."

In his presentation, Weaver explored the enduring legacy of the Persian Empire and how its complex past continues to shape Iran's contemporary geopolitical stance. He described the current phase in the Middle East as highly volatile, with Iran's interactions with Israel, Hamas, Hezbollah, and the U.S. involving direct strikes, nuclear posturing, and proxy conflict.

Weaver also discussed Iran's social and political landscape and the dominance of state actors like the Islamic Revolutionary Guard Corps (IRGC), which wields



U.S. Air Force Col. Paul Vicars, Ph.D., assistant professor with the U.S. Army School of Advanced Military Studies at Fort Leavenworth, Kansas, delivers a presentation entitled "Balancing Ideals and Interests in International Politics" during the Des Moines National Security Forum at the Des Moines Embassy Club West in West Des Moines, Iowa on May 22, 2025.



Retired U.S. Army Colonel M. Scott Weaver, a former planner in U.S. Central Command, delivers a presentation entitled "The Iranian Strategic Challenge: Enduring Legacies and Modern Realities," during the Des Moines National Security Forum at the Des Moines Embassy Club West in West Des Moines, Iowa on Oct. 1, 2025.

enormous influence over both Iran's economy and strategic decisions.

The CGSC Foundation's Simons Center designed the Des Moines National Security Forum in the mold of its Arter-Rowland National Security Forum in Kansas City.

To help facilitate the program, Brownells in Grinnell, Iowa, is the Simons Center's local partner. Brownells Chairman Pete Brownell is also the Vice Chair for the Central Region of the U.S. for the CGSC Foundation's board of trustees. The DMNSF conducts four programs each year. 🦅

Thank you to the Sponsors
of the Des Moines National Security Forum

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Read the full stories online and see more photos:

<https://thesimonscenter.org/news/dmnsf-250522-international-politics>



<https://thesimonscenter.org/news/dmnsf-251001-iranian-strategic-challenge>



Distinguished Speaker Series



Vietnam, arms control, war termination topics of DSS

by Mark H. Wiggins, Managing Editor



PHOTOS BY MARK H. WIGGINS

SINCE THE LAST ISSUE OF THE *FOUNDATION NEWS*, THE CGSC FOUNDATION AND ITS SIMONS CENTER HAVE HOSTED THREE LECTURES IN THE DISTINGUISHED SPEAKER SERIES (DSS) AT THE RIVERFRONT COMMUNITY CENTER IN DOWNTOWN LEAVENWORTH, KANSAS.

1975 – The Fall of South Vietnam

The CGSC Foundation and its Simons Center hosted the second lecture of the 2025 Distinguished Speaker Series at the Riverfront Community Center in downtown Leavenworth, Kansas on May 8, 2025. In this installment of the series, Dr. James H. Willbanks, Professor Emeritus and former General of the Army George C. Marshall Chair of Military History at the U.S. Army Command and General Staff College, conducted a presentation and discussion entitled “1975 – The Fall of South Vietnam.”

Willbanks’ presentation examined the events of 1974-75 (after U.S. forces had left in March 1973) that led to Hanoi’s ultimate victory.

Implementing U.S. Arms Control Agreements

The next event in the 2025 Distinguished Speaker Series at the Riverfront Community Center in downtown Leavenworth, Kansas was conducted Sept. 24, 2025. Peter W. Pandolfi, Ph.D., a former treaty policy analyst, inspector and escort for the On-Site Inspection Agency (OSIA), conducted a presentation and discussion on “*Implementing U.S. Arms Control Agreements*,” a book published by the CGSC Foundation/Simons Center that he co-edited.

Implementing U.S. Arms Control Agreements is told by some of the world’s leading experts on the subject — men and women who labored on the front lines of the on-site inspections (OSI) and related activities. The book documents the story of one of the key organizations in



(Above and left) Dr. James H. Willbanks, professor emeritus of the U.S. Army Command and General Staff College, delivers a lecture on the fall of South Vietnam during the Distinguished Speaker Series event hosted by the CGSC Foundation and its Simons Center at the Riverfront Community Center in downtown Leavenworth, Kansas on May 8, 2025.

Read the full story and see more photos online:



<https://www.cgscfoundation.org/dss-250508-fall-of-south-vietnam>



Peter W. Pandolfi, Ph.D., a former treaty policy analyst, inspector and escort for the On-Site Inspection Agency (OSIA), delivers a lecture focused on his recently published book, *Implementing U.S. Arms Control Agreements*, during the Distinguished Speaker Series event hosted by the CGSC Foundation and its Simons Center at the Riverfront Community Center in downtown Leavenworth, Kansas on Sept. 24, 2025. The book, shown at right, is available in the CGSC Foundation Gift Shop.



Use the link below or the QR code above to read the full story and see more photos online – includes a link to buy the book:

<https://www.cgscfoundation.org/dss-250924-arms-control>



Use the link below or the QR code above to read the full story and see more photos online – includes a link to buy the book:

<https://www.cgscfoundation.org/iabbls-dss-251015-impossible-mission>

Retired Lt. Gen. Robert L. Caslen, Jr., the former chief of the Office of Security Cooperation in Iraq, conducts a presentation and discussion on his recently published book *The Impossible Mission*, during the Distinguished Speaker Series event hosted by the CGSC Foundation and its Simons Center at the Riverfront Community Center in downtown Leavenworth, Kansas on Oct. 15, 2025. The book, shown left, is available in the CGSC Foundation Gift Shop.



Retired Lt. Gen. Robert L. Caslen, Jr., author of *The Impossible Mission*, signs a book for a CGSC student after his presentation for the Distinguished Speaker Series event on Oct. 15, 2025.



PHOTOS BY MARK H. WIGGIN

this historic struggle to constrain and, where possible, eliminate the weapons that continue to plague the human race and the world environment — the United States (U.S.) Defense Threat Reduction Agency (DTRA) and its legacy organization, the U.S. Department of Defense On-Site Inspection Agency (OSIA).

The Impossible Mission

The most recent event in the 2025 Distinguished Speaker Series at the Riverfront Community Center in downtown Leavenworth, Kansas was conducted Oct. 15, 2025. Retired Lt. Gen. Robert L. Caslen, Jr., the former chief of the Office of Security Cooperation in Iraq, conducted a presentation and discussion on his recently published book *The Impossible Mission* which was also published by the CGSC Foundation/Simons Center.

Caslen made his presentation as an InterAgency Brown-Bag Lecture to CGSC students and faculty earlier in the day and would repeat his presentation the day after for a gathering of the Arter-Rowland National Security Forum.

In his presentation, Caslen covered all the challenges he faced in the beginning of his mission in late 2011 and the confusion between the U.S. Departments of State and Defense and how his organization was stuck in the middle of changing policies, new strategies, absence of U.S. government agencies and the cancellation of authorities inside the newly independent country of Iraq.

The book's epilogue includes 12 strategic lessons learned that Caslen believes are key to the study of this kind of mission should it be attempted again in the future.

After the presentation and Q&A period, CGSC Foundation President/CEO Lora Morgan presented each of the speakers with a gift in appreciation for their participation in the Distinguished Speaker Series. At the end of the evening for their respective presentations, Pandolfi and Caslen remained on hand to sign copies of their books for attendees.

The CGSC Foundation through its Simons Center conducts the Distinguished Speaker Series (DSS) 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. Programs are made possible in part by sponsors. 🇺🇸

Thank you to our 2025 DSS Sponsors

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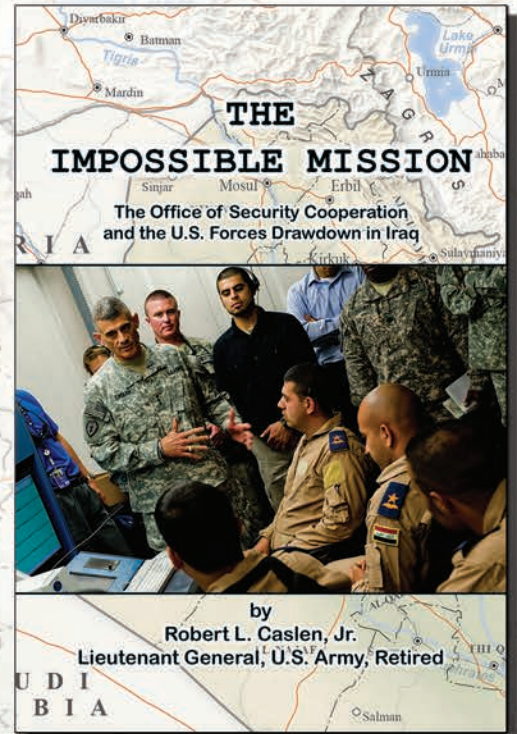
Geiger Ready Mix

Col. (Ret.) Bob and Terri Ulin

The Impossible Mission

Our decision to go to war in Iraq was controversial, but our decision to terminate the Iraq war should have been even more controversial. After eight-and-a-half years of war, and the sacrifice of 4,614 Americans, it is critical that we as a Nation understand how this war terminated, and study the lessons learned so that we do not have to re-learn it all over again in the next war.

The Impossible Mission is about the 2011 drawdown in Iraq which created numerous unintended consequences that failed to line up to our strategic objectives of what we wanted to leave behind, and what Iraq would become as an important partner nation within the middle east region.



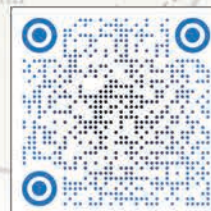
“ I have always found the study of how conflicts end more interesting and more important than the study of how conflicts begin. In Bob Caslen's *The Impossible Mission* he shares his experiences and perspectives about how our mission in Iraq evolved after then years of war. An honest, thoughtful, and important story of leadership in complex and rapidly changing strategic circumstances.

— General Martin E. Dempsey, U.S. Army, Retired
18th Chairman, Joint Chiefs of Staff



Lieutenant General Robert L. Caslen, Jr., was commissioned as an infantry officer in the United States Military Academy class of 1975. He served in the U.S. Army for 43 years retiring in 2018 as the 59th Superintendent of the United States Military Academy at West Point. Before becoming the West Point Superintendent, Lt. Gen. Caslen served as the chief of the Office of Security Cooperation in Iraq, and was commander of the Combined Arms Center and Fort Leavenworth and commandant of the U.S. Army Command and General Staff College. 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. After his military retirement he served as the 29th president of the University of South Carolina. Caslen co-authored the book, *The Character Edge Leading and Winning with Integrity*. He has been married to the former Michele Pastin, from Highland Falls, New York, for 45 years and has three adult children and five grandchildren.

Available in the CGSC Foundation Gift Shop





2026 Scholarship Program opens Jan. 5

by Elizabeth Hill

Assistant Operations Officer

THE CGSC FOUNDATION'S COMPETITIVE SCHOLARSHIP PROGRAM APPLICATION WINDOW WILL OPEN JANUARY 5, 2026. The deadline for applications is March 15, 2026. Immediate family and grandchildren of Life Members of the Foundation's Alumni Association are eligible to apply.

Judging for the competition will occur in March and winners will be announced in mid to late April 2026. The Foundation will award eight cash scholarships: one \$5000 (the Colonel Stephen E. "Brownie" Brown Scholarship), one \$1000, one \$750 and one \$500 to high school students who will begin their college education in 2026; and one \$1000, one \$750, and

one \$500 scholarship to students who are continuing their college education

The \$750 scholarships are new for 2026.

"We've been pleased with the six years of this program," said Foundation President/CEO Lora Morgan, "and 2026 will be the fourth year of the Brown Scholarship. The numbers of applicants increase every year."

Morgan said the scholarship program helps the Foundation fulfill two parts of its mission: maintaining connections with alumni and supporting military families. She added that the Foundation also welcomes donors who may not have eligible relatives but wish to support the scholarship program.

Information about the program

2026 Scholarship Competition

Window for applications
Jan. 5 - March 1

Judging Period
March 16 - 31

Winners announced
April 2026



www.cgscfoundation.org/scholarships

is available on the Foundation website at www.cgscfoundation.org/scholarships. A link to join the Alumni Association as a Life Member is on the page for those that need to join before their relatives apply. 🏆

Join us for Wreaths Across America Day on Dec. 13

by Elizabeth Hill

Assistant Operations Officer



PHOTO BY MARK H. WIGGINS

COME JOIN THE CGSC FOUNDATION ALONG WITH DOZENS OF OTHER VOLUNTEER GROUPS AND COMMUNITY MEMBERS ON DEC. 13, 2025 AT THE FORT LEAVENWORTH NATIONAL CEMETERY TO CELEBRATE NATIONAL WREATHS ACROSS AMERICA DAY by placing wreaths on the graves of fallen veterans. The ceremony starts

at 11 a.m. and wreaths will be placed immediately afterward.

As of press time for the *Foundation News*, the government shutdown had not yet affected the wreath ceremony.

Last year approximately 9,000 wreaths were placed in the cemetery, which was tremendous, but according to WAA coordinators, the goal is always to try and cover all 22,000 graves.

The Wreaths Across America mission is to remember the fallen, honor those who serve and teach the next generation the value of freedom.

The CGSC Foundation is one of many sponsor groups for the Fort Leavenworth National Cemetery that works to support this mission. Thanks in advance to everyone that has or will sponsor a wreath through the CGSC Foundation.

To sponsor a wreath visit the CGSC Foundation's WAA website. You

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

Nov. 28 is the deadline to sponsor a wreath for this year.



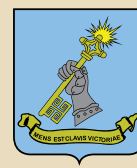
<https://wreathsaacrossamerica.org/KS0101P>

can sponsor a wreath for the Fort Leavenworth National Cemetery or another national cemetery of your choice.

According to the WAA official website Nov. 28 is the last day to sponsor a wreath for placement on Dec. 13, 2025. Any wreath sponsorships that are paid after that date will roll over to 2026. 🏆

Alumni Updates

News from CGSC alumni around the globe



PHOTOS COURTESY SUBMITTING PERSONS



Lt. Col. (Ret.) Bill Blissett – CGSOC 1983

I live in Oro Valley, Arizona. I'm a life member and national executive committee member of the Society of the 3rd Infantry Division. I'm also editor of the Society's bi-monthly magazine, *The Watch on the Rhine*. I'm always recruiting for the Society, so any 3rd ID Veterans, contact me at wgbusaret@aol.com!



Lt. Col. (Ret.) Michelle Garcia – CAS3 2001, CGSOC 2006, SAMS 2007

I left Federal Service in 2024 but have managed to stay busy with travelling and taking care of the property. Joe and I built our retirement dream home here in Leavenworth so reach out if you're in the neighborhood. In 2025 I was elected to serve as the vice chair of the board of directors for Armed Forces Insurance. If you are a member, I serve on the board to represent your interests. I am thrilled to be a part of a company that was founded here at Fort Leavenworth. We sponsor the annual Military Spouse of the Year awards and the Armed Forces Bowl.



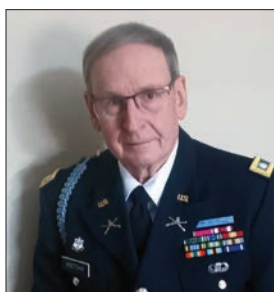
Lt. Col. (Ret.) James H. Willbanks – CGSOC 1983, SAMS 1984

In early October I chaired a roundtable on "War Legacies and Reconciliation" at a conference entitled "Fifty Years On: New Perspectives on the Vietnam War," at the Harvard Kennedy School in Cambridge, Mass. In the photo from the conference the other gentlemen to my left in the photo are Professor Bob Brigham from Vassar and Professor Ron Milam from Texas Tech. Aside from these events, retirement continues to be great. Diana and I just got back from a week on the Big Island in Hawaii. As Willbanks luck would have it, we missed the eruption of Kilauea by three days. Still, the Volcanoes National Park was awesome.



Lt. Col. (Ret.) Kevin Rousseau – SAMS 2016

I served as the CGSC Distinguished Chair for National Intelligence Studies from June 2017 – October 2020. I am now retired and living in Virginia. I serve on the board of directors for the Central Virginia Battlefields Trust (see www.CVBT.org) as secretary and editor of their *On the Front Line* magazine. CVBT works to preserve land associated with the four major Civil War campaigns: Fredericksburg, Chancellorsville, Mine Run, and the Overland Campaign, including the Wilderness and Spotsylvania. I'm also the president of the Rappahannock Rotary Club.



Lt. Col. (Ret.) Walter Kretchik – CAS3 1984, CGSOC 1991, SAMS 1992

I was honored to be inducted into the University of Louisville Army ROTC Hall of Fame in September 2024. As a captain, I was one of two officers who founded the Army ROTC program there from 1982-1984.

Lt. Col. (Ret.) Bakyt Esenaliev, Kyrgyzstan – CGSOC 2017

After graduating from CGSC in 2017, I transitioned from military service to my current role in civil government service, now leading the Strategic Development Department at Kyrgyzstan's Ministry of Finance. The analytical and leadership skills honed at CGSC continue to serve me well in shaping national financial policies. Last year beautifully demonstrated the lasting bonds we forge at CGSC: hosting classmate Mohammed Al Zahrani to explore Kyrgyzstan's Issyk-Kul (that's me on the right in the photo), then reuniting with Mikail Kalimuddin during my Singapore training. These connections transcend borders and career paths - whether in uniform or civil service, we remain the CGSC family. - P.S. To fellow alumni visiting Central Asia: My door (and our majestic mountains) are always open!



Col. (Ret.) Rod Cox – CAS3 1989, CGSOC 1994, PCC 1999

I'm retired and currently serving on the VA Midwest Veterans' Biomedical Research Foundation Board, the Mizzou Military Veterans Alumni Association Board, and the University of Missouri Army ROTC Hall of Fame Board.



Col. Fraser Auld, Canada – SAMS 2021

I was an international student in the ASLSP at SAMS and graduated in 2021. I am currently the commandant of the Canadian Army Command and Staff College (2024-present).



Lt. Col. (Ret.) Anuradha Kularatne, Sri Lanka – CGSOC 2006-01

Our son was commissioned into the Army intelligence corps on May 5, 2023 with the Sword of Honor for the Distinguished Military Graduate from Association of the U.S. Army during ROTC Commissioning Ceremony conducted at the University of Kansas. He was also the battalion commander of the KU Army ROTC and graduated from the U.S. Army Ranger School and U.S. Army Airborne School prior to his commissioning. My wife and I are pinning on his rank in the photo.



J.C. Campos – CGSOC 2022

I have recently arrived in Belmopan, Belize as director of the International Narcotics and Law Enforcement program. I am interested in connecting with CGSOC alumni in Belize. Feel free to contact me at CamposJC1@state.gov.

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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New Life Members of the Alumni Association

May 1, 2025 - Nov. 7, 2025

James Bender	Felipe Honarato	Thomas O’Keefe
Tamara Calixte	Aloysius Hunter	Michael Phillips
John Danso-Ankrah	William Johnson	William J. Raymond
Bruce Davis	Heather Karambelas	Arvesta Roberson
Samantha Domingue	Joel Kassulke	Olivia Sheridan
Charles Dyer II	Phil Kerber	Devan Smith
Thomas Ehrhart	Wesley Scott Lambert	Michael Standish
Karlos Febus-Traphagen	Zachary Miller	Mark Thompson
Fabian Ricardo Giraldo	Charles L Montgomery	James H. Willbanks
James Harbridge	Dave Norris	

Donations made In Honor of



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

- **Dr. Jeffrey B. Kramer (NSRT '23) IHO Lt. Gen. (Ret.) Robert Arter (Founding Chairman of the CGSC Foundation)**

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:

- **Col. (Ret.) Ruth B. Collins (CGSC '86) IMO Lt. Col. Edward J. Collins, Jr. (CGSC '85)**
- **Anne F. Harris IMO her husband Lt. Col. (Ret.) Boyd M. Harris (CGSC '81)**
- **Dave Sullivan IMO his father-in-law Lt. Col. (USMC Ret.) Sylvester Weitkamp**
- **Prof. William Jannace IMO Sgt. 1st Class Anthony E. Jannace, 2ID (Battle of the Bulge veteran)**



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 the Colonel Stephen E. "Brownie" Brown Scholarship:

- | | | | |
|----------------------|-------------------------|--|-------------------------------|
| • Reid Allison | • Dave Fulton | • Cathy Kuebler | • Teresa Oliver |
| • Sandra Amendola | • Susan Gardiner | • Ian Kuklenski | • Don Orrick |
| • Tara Amendola | • Patrick & Karen Gough | • Helen & Quent Lewis | • Brenna Primrose |
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| • Ron Bracht | • ICP Farmers Family | • Joe Mehrer | • Marilyn Speer |
| • Andrew Brown | • Debbie Johnson | • Kathy Mehrer | • Perkins & Angie Uptergrove |
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| • George Eckhoff | • Lindsey Kranz | | |

We also thank this organization for their gracious grant to our general scholarship fund:

- **Enterprise Holdings Foundation**

For more information or to donate visit www.cgscfoundation.org/scholarships



36-year veteran, Foundation founding trustee dies at 94

ON SEPTEMBER 7, 2025, RETIRED MAJOR GENERAL JAMES RICHARD KLUGH PASSED PEACEFULLY AT 94, leaving a legacy of service, leadership, and devotion to God, country, and family. Klugh served his country in uniform 36 years and was a founding trustee of the CGSC Foundation, serving from 2006-2012 on the board of trustees.

Klugh was born June 22, 1931, in Greenwood, S.C., the seventh of 10 children of the late George Washington and Annie Ellen Klugh. From an early age, he was known for his strong character, calm presence, and kind spirit.

After graduating from the South Carolina State University ROTC program, Klugh began his military service as an infantry officer, completing both the Infantry Officer Basic and Advanced Courses. Between 1953 and 1960, he held a series of infantry command and staff positions, including assignments with the 516th Airborne Infantry, the 7th Infantry Division, and the 1st Infantry Division, among others. In 1960, Klugh joined the Chemical Corps and served as the division chemical officer with the 101st Airborne in Vietnam, commanded Dugway Proving Ground and served as commanding general of the Chemical Research and Development Center.

His final military position was Deputy Under Secretary of Defense for Logistics, in the Department of Defense. After 36 years of distinguished service, Klugh retired in 1990,

having served in three branches of the Army – infantry, chemical, and ordnance – with a record of excellence few could equal. He was inducted into the South Carolina State University Hall of Fame and U.S. Army Chemical Corps Hall of Fame, and he is listed in Who's Who in America.

Following his retirement, General Klugh was selected as the first retired general officer to serve on President Bill Clinton's Transition Team and later as Special Assistant to the Secretary of Defense for Personnel.

Before fully retiring, he applied his leadership and engineering expertise in the private sector as executive vice president of Executive Security & Engineering Technologies, Inc. (ESET, Inc.).

In 1977, Klugh married Theresa J. Minnis of Pratt, Kansas, his devoted partner of 55 years. Together, they raised three children - Jerome, Denise, and James Jr. and shared a life of travel, faith, and community involvement, particularly through their church, Independent Missionary Baptist.

General Klugh is survived by his loving wife, Theresa; children Jerome, Denise, and James Jr.; brothers Andrew P. Klugh of Silver Spring, Md., and Olin Klugh (Vernell) of Greenwood; and brother-in-law Clarence Felder of Leavenworth, Kan. General Klugh was especially proud of his host of nieces and nephews, especially his kindred spirit: niece, Elizabeth "Betty" Williams (Harry) of Towson, Md.

Klugh was interred on Sept. 18, 2025, at the VA National Cemetery, in Leavenworth, Kansas. 🕊️



Retired Marine, former CGSC instructor dies at 67

COL. STEPHEN E. BROWN, USMC RETIRED, 67, OF STILWELL, KANSAS, PASSED AWAY PEACEFULLY AT HOME ON JUNE 24, 2025.

Brown was the namesake of the CGSC Foundation's "Colonel Stephen E. 'Brownie' Brown Scholarship" for children of life members of the Foundation's Alumni Association. Brown 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), he retired from teaching at CGSC in 2018. In 2022, 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.

Since its inaugural year in 2023, the CGSC Foundation has awarded the Colonel Stephen E. "Brownie" Brown Scholarship to the top high school applicant in its annual competitive scholarship program.

Born March 8, 1958, in Unionville, Missouri, Brown was the son of Dale and Charlotte Brown and the older brother of MaryAnn Brown James (David). A proud Archbishop

O'Hara High School graduate, he met and married his high school sweetheart, Susan Wiley, and their loving marriage spanned 45 years.

Together, Steve and Susan raised two children: Andrew Brown (Jess) and Rachel Uptergrove (Garet) and were blessed with six grandchildren: Blaine and Hailey Uptergrove, Lily and Kaden Brown, and Tristan and Trevor Beckerdite. Steve cherished his role as brother-in-law to Kathy Wiley and Mark Wiley (Tracey) and Uncle to his nieces and nephews. He enjoyed spending time with his cousins at the family farm in Savannah, Mo. Steve's devotion to family was evident in all he did.

Brown's Mass of Christian Burial was conducted July 1, 2025, at St. Michael the Archangel Parish in Leawood, Kansas. In lieu of flowers, the family asked everyone to please consider a memorial contribution to the Colonel Stephen E "Brownie" Brown Scholarship with the CGSC Foundation. 🕊️





Implementing U.S. Arms Control Agreements: A View from the Trenches

Edited by Gilbert A. Bernabe with Peter W. Pandolfi and Herbert L. Cork.; 322 pages; Outskirts Press, 2025. Available on giftshop.cgscfoundation.org (hardcover - \$35; paperback \$23); amazon.com (hardcover - \$38; paperback - \$24; Kindle - \$10) and barnesandnoble.com (hardcover - \$38; paperback - \$24; eBook - \$10).

Verification of arms control agreements has become a major topic in international relations. This book documents the story of one of the key organizations in this historic struggle to constrain and, where possible, eliminate the weapons that continue to plague the human race and the world environment-the United States (U.S.) Defense Threat Reduction Agency (DTRA) and its legacy organization, the U.S. Department of Defense On-Site Inspection Agency (OSIA). This story is told by some of the world's leading experts on the subject-men and women who labored on the front lines of the on-site inspections (OSI) and related activities which formed a key component of the verification of a broad array of modern arms control agreements.

Gilbert A. Bernabe, Ph.D. (Lt. Col., U.S. Army, Ret.) is a former treaty planner/analyst and inspector for the On-Site Inspection Agency (OSIA) and Defense Threat Reduction Agency (DTRA). Peter W. Pandolfi, Ph.D., (Maj. U.S. Air Force, Ret.) is a former treaty policy analyst, inspector and escort for OSIA. Herbert L. Cork, (Lt. Col., U.S. Air Force, Ret.) served as an ICBM operations officer and later served in OSIA. (This book was published through the CGSC Foundation's Simons Center book program.)

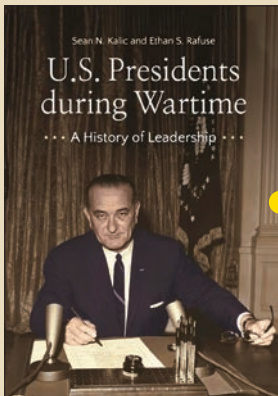


The Impossible Mission: The Office of Security Cooperation and the U.S. Forces Drawdown in Iraq

by Robert L. Caslen, Jr.; 328 pages; Outskirts Press, 2025. Available on giftshop.cgscfoundation.org (hardcover - \$48; paperback \$35); amazon.com (hardcover - \$49; paperback - \$38) and barnesandnoble.com (hardcover - \$53; eBook - \$38).

Our decision to go to war in Iraq was controversial, but our decision to terminate the Iraq war should have been even more controversial. After eight-and-a-half years of war, and the sacrifice of 4,614 Americans, it is critical that we as a nation understand how this war terminated, and study the lessons learned so that we do not have to re-learn it all over again in the next war. This book is about the 2011 drawdown in Iraq which created numerous unintended consequences that failed to line up to our strategic objectives of what we wanted to leave behind, and what Iraq would become as an important partner nation within the middle east region.

Lt. Gen. (Ret.) Robert L. Caslen, Jr., served in the U.S. Army for 43 years retiring 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. He previously served as commander of the Combined Arms Center and Fort Leavenworth and commandant of the U.S. Army Command and General Staff College. After his military retirement he served as the 29th president of the University of South Carolina and currently serves as a trustee of the CGSC Foundation. (This book was published through the CGSC Foundation's Simons Center book program.)



U.S. Presidents during Wartime: A History of Leadership

by Sean N. Kalic and Ethan S. Rafuse; 544 pages; Bloomsbury Academic, 2024. Available on amazon.com (hardcover - \$100; Kindle - \$117) and barnesandnoble.com (hardcover - \$130; eBook - \$117).

U.S. Presidents during Wartime takes readers through chronological entries of presidents who participated in key wars throughout U.S. history. An overview essay first considers the social, economic, and political factors that affected presidents during war. Entries beginning with the presidency of George Washington and ending with that of George W. Bush comprehensively cover each war therein, as well as the responses of the relevant presidents. While the book emphasizes the historical record, it also explores ongoing conflicts through the lens of contemporary U.S. presidents to provide readers with a complete picture of the changing nature of war over time.

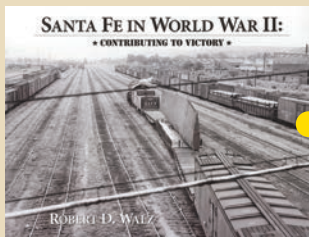
Sean N. Kalic, Ph.D., is a professor of military history in the Department of Military History at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas, where he has taught since 2004. He specializes in Cold War history and the history of terrorism. Ethan S. Rafuse, Ph.D., is a professor of Military History at the U.S. Army Command and General Staff College in Fort Leavenworth, Kansas, where he has also taught since 2004.

Santa Fe in World War II: Contributing to Victory

by Robert D. Walz; 184 pages; Santa Fe Railway Historical and Modeling Society, 2025. Available on giftshop.cgscfoundation.org (paperback - \$50) and the Santa Fe Railway Historical and Modeling Society website – www.sfrhms.org (paperback - \$50).

A nation's rail system is vital to the successful prosecution of its war effort. This case study shows how one railroad, the Santa Fe, contributed to the U.S. victory in World War II. The book describes the customer base of the Santa Fe followed by the impact of the war on company assets such as personnel, equipment, and infrastructure, demonstrating how the Santa Fe overcame personnel and equipment shortages and bottlenecks caused by its infrastructure before moving on to Santa Fe's traffic and operations, including four types of military trains.

Lt. Col. (Ret.) Robert D. Walz served for 26 years in the Army as an artilleryman and foreign area officer, including a tour as instructor of strategy at CGSC. He then taught at CGSC for 15 more years before retiring. Since retirement he has written about the Santa Fe Railway culminating in this volume.





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