



First women inducted into
CGSC International Hall of Fame

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INSIDE:

- Q&A with the CAC Commander
- Updates from College leaders
- National Security Roundtable
- Col. Donlon bust dedication

...and more!



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Strength and Momentum

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



IT HAS BEEN A BUSY AND PRODUCTIVE YEAR FOR THE CGSC FOUNDATION, ONE THAT REFLECTS BOTH THE STRENGTH OF OUR MISSION AND THE MOMENTUM OF OUR TEAM. I am incredibly proud of how far we have come and the direction we are headed.

Our Foundation continues to grow in both scope and impact. We have welcomed new members to our board of trustees, each bringing a deep commitment to supporting our students, families, and faculty. What stands out most is not just their credentials, but their willingness to actively engage, contribute, and help shape the future of this institution.

As we look ahead, we are placing a renewed emphasis on connecting our trustees more directly with the College. Many of these leaders, accomplished CEOs and senior executives, offer perspectives that complement the military experience. By sharing their knowledge and engaging with students and faculty, they help create a broader, more dynamic learning environment. These outside perspectives provide an important expansion of thought, giving our students and faculty access to insights and experiences that

strengthen their development as strategic leaders.

Our programs continue to expand in meaningful ways. The National Security Roundtable remains a cornerstone effort, bringing together senior leaders from across sectors to engage on complex challenges. Our regional events,

including those in Kansas City and Des Moines, continue to grow and strengthen our network of support.

We are also entering an exciting new chapter with our expanded space, positioning the Foundation to better

serve the College for years to come. As we look toward the next 20 years, our focus remains clear: to provide the resources, relationships, and opportunities that ensure CGSC continues to develop thoughtful, adaptive, and highly capable leaders.

To the graduating class, we offer our congratulations and our gratitude. Your service and dedication represent the very best of our nation. We wish you Godspeed as you move forward. To the incoming class, we look forward to welcoming you and supporting your journey.

The future is strong, and it is being built every day right here. 🇺🇸

As we look toward the next 20 years, our focus remains clear: to provide the resources, relationships, and opportunities that ensure CGSC continues to develop thoughtful, adaptive, and highly capable leaders.

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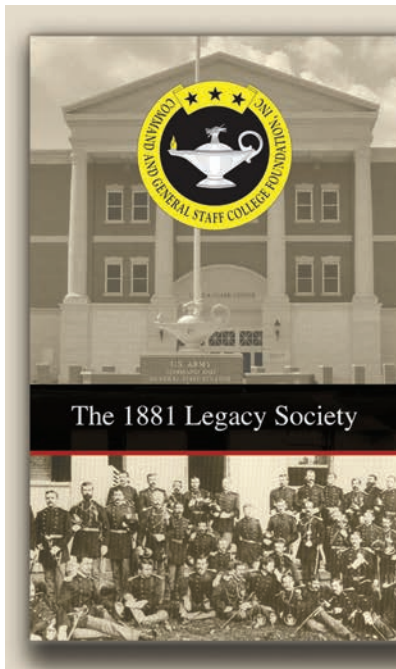
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The 1881 Legacy Society



A Milestone Year: Honoring 20 Years and Building What Comes Next



by Lora Morgan, President/CEO

AS WE WELCOME THE SPRING SEASON, I'VE BEEN REFLECTING ON WHERE WE'VE BEEN AND WHERE WE ARE HEADED.

This year marks a significant milestone for the Command and General Staff College Foundation—our 20th anniversary. For two decades, the Foundation has worked alongside the Command and General Staff College to strengthen leader development, expand educational opportunities, and support the men and women who serve our nation.

Reaching 20 years is more than a moment to celebrate.

It's an opportunity to recognize the people who made it possible. Our trustees, donors, partners, and supporters have built something enduring. Because of your commitment, the Foundation has grown from an idea into a trusted partner that enhances the

College's ability to educate and develop future military leaders.

While I'm proud of what has been built over the past 20 years, I'm even more excited about what lies ahead.

One of the most important initiatives currently underway is our new space project. This effort focuses on establishing a dedicated space for the Foundation that better reflects our mission, supports our programs, and expands our impact. It also increases our visibility and accessibility. I'm pleased to share that we have made strong progress toward this goal. Thanks to the generosity of early supporters and donors who have already committed to this initiative, we are building real momentum toward creating a space that will serve as a hub for engagement, collaboration, and innovation.

This new location is not simply about square footage. It is an investment in the future of the Foundation and the College. It will allow us to host programs more effectively, connect more intentionally with our partners, and create an

environment that supports the thoughtful exchange of ideas that is so critical to leader development.

Progress like this only happens because of the people who believe in what we are doing.

The Foundation's work is made possible by those who choose to invest in our mission. Whether through annual giving, event sponsorship, or participation in our new space project, every contribution helps sustain and expand what we do. Many in our community have already stepped

forward, helping us move steadily closer to our goal.

Your support directly enables programs that enhance the educational experience at the College. It allows us to bring in distinguished speakers, support research and scholarship, and provide opportunities that would

not otherwise be possible. Most importantly, it ensures we continue investing in the development of leaders who will shape the future of our military and our nation.

If you have already contributed, thank you. Your commitment is making a real difference. If you are considering giving, there has never been a more impactful time to get involved.

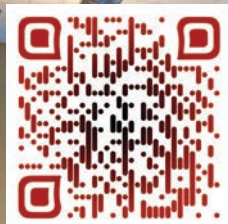
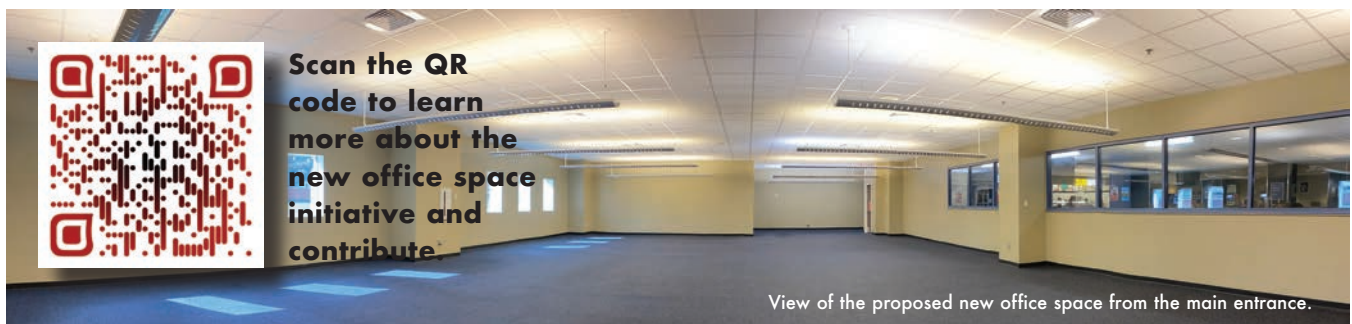
As we work toward completing this initiative, we are now within reach of our goal, with just \$50,000 remaining to reach \$220,000. I invite you to join those who have already committed to this vision and help us carry this effort across the finish line.

In the months ahead, I look forward to sharing more updates and soon welcoming you into our new space.

This anniversary year is not just a reflection of what has been accomplished, it's the beginning of an exciting new chapter.

Thank you, as always, for being part of this work. 🙌

Reaching 20 years is more than a moment to celebrate. It's an opportunity to recognize the people who made it possible. Our trustees, donors, partners, and supporters have built something enduring.



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

View of the proposed new office space from the main entrance.



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100 Stimson Ave., Suite 1149
Fort Leavenworth, Kansas 66027-1352

Ph: 913-651-0624
Email: office@cgscf.org
Web site: www.cgscfoundation.org

Editor-in-Chief
Lora Morgan
lora@cgscf.org

Managing Editor/Designer
Mark H. Wiggins
MHW Public Relations
and Communications
www.mhwpr.com

Printing/mailling
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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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ON THE COVER

First two women are inducted into the CGSC International Hall of Fame on April 9, in the second of two IHOF ceremonies in 2026. – Story on page 9. (photo by Mark H. Wiggins)

FROM THE EDITORS

In this edition we highlight the two CGSC International Hall of Fame induction ceremonies and our annual National Security Roundtable program. We're also fortunate to have a Q&A article with the new commanding general of the Combined Arms Command and Fort Leavenworth, and our usual articles from the commandant and CGSC school directors. Also, we cover the Col. Roger Donlon bust dedication ceremony, the 2026 Ethics Symposium, and announce our 2026 Scholarship Program winners. And as we always do, we highlight our other programs such as the Simons Center and the various speaker programs we conduct throughout the year...and more. – Please enjoy this 38th edition of the *Foundation News*.



Command and General Staff College Foundation

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WE SUPPORT THE COLLEGE IN THREE AREAS:

SCHOLARSHIP • OUTREACH • SOLDIER AND FAMILY SUPPORT

Our Vision

The CGSC Foundation and Alumni Association is a preeminent nonprofit educational organization that provides resources promoting the advancement and development of America's warfighters and future senior leaders through professional military education. We demonstrate our dedication through programs and initiatives that cannot be achieved through traditional federal funding. We are an influential champion of the College across the Army, the nation, and with allies and partners.

Our Mission

The CGSC Foundation and Alumni Association supports and champions the institution, faculty, students and alumni of the U.S. Army Command and General Staff College through scholarship, outreach and Soldier and family programs to ensure the institution and graduates are prepared for the challenges of the future.

Our Value Proposition

The CGSC Foundation and Alumni Association enhances 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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Q&A with Lt. Gen. Jim Isenhower

Commanding General, Combined Arms Command
Deputy Commanding General for Combined Arms, U.S. Army Transformation and Training Command

Editor's Note: Lt. Gen. Isenhower assumed command Nov. 18, 2025, after the fall 2025 edition of the Foundation News went to print.



Lt. Gen. Jim Isenhower

CGSCF News: Prior to this assignment, you served as the deputy operations officer for the Army, commanded a battalion in Hawaii, a brigade at Fort Lewis, Washington, and served as commanding general of 1st Armored Division and Fort Bliss. How did these and other assignments prepare you for command of Fort Leavenworth and the newly established Combined Arms Command (CAC)?

Lt. Gen. Isenhower: I've been fortunate to serve in varied formations – from Infantry, Armor, and Stryker brigades to a multi-domain task force to an armored division. Working in these formations and in key staff billets has helped me better understand the breadth of capabilities and requirements across our Army. While that broad background is helpful for a wide-ranging command like CAC, my experience in those different formations also reminds me that there are constant characteristics we must always pursue: holding each other accountable; taking care of Soldiers and their families; the importance of standards and discipline in a fight; the value of professional military education and self-development; and the reality of our work, being ready on a moment's notice to destroy our adversary.

CGSCF News: How do you exercise command and control and set priorities for the Combined Arms Command since the command is so geographically dispersed? What are your priorities for the command?

Lt. Gen. Isenhower: In my experience, a mission command environment that empowers leaders closest to the problem to address it, to exercise disciplined initiative, and to make common sense decisions is key to reaching our potential across any large, distributed organization. Though proven over time, mutual trust is critical and we must build it immediately. I've found it useful to encourage subordinates to seize the initiative, make decisions they believe are best for the organization, and move out. In the

next fight, decision speed will be decisive. Leaders will make confident decisions if they know the chain has their back. I make a point to tell leaders that I trust them, that I expect them to make decisions, and that they just need to keep their higher headquarters informed. I also expect them to fail. If they're not failing, they're not trying. If we're not trying, we're not becoming more lethal. A mission command environ isn't just good for an organization like CAC, but a necessity.

I've issued six key tasks or priorities, though I expect these to evolve over time as I learn more about the formation and as conditions change:

- We must complete assigned tasks to support the establishment of Transformation and Training Command (T2COM).
- We must refine our force development processes to support rapid transformation characterized by proactive, timely DOTMLPF-P (Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy) integration.
- We must modernize leader development processes to create leaders of character who earn trust, enforce standards, and inspire future service in a mission command environment.
- We must reform our professional military education (PME) to create combat leaders who make confident decisions in extremis.
- We must accelerate our doctrine writing processes to enable a more rapid capture and dissemination of fundamental principles that govern decisive warfighting today.
- We must transform our communication methods to enable recognition of CAC as the Army's authoritative source for contemporary force development, leader development, and doctrine.

– (Q&A) continued on page 8

I've found it useful to encourage subordinates to seize the initiative, make decisions they believe are best for the organization, and move out.



PHOTO BY MARK H. WIGGINS

Lt. Gen. Jim Isenhower., commanding general, U.S. Army Combined Arms Command and Fort Leavenworth, speaks about the Army University organization and the role that CGSC plays in educating leaders for the joint force in a complex national security environment during the National Security Roundtable conducted March 9-11, 2026, in the Arnold Conference Room of the Lewis and Clark Center on Fort Leavenworth.

CGSCF News: As a result of the Army Transformation Initiative and the reorganization of Army University (AU), the CAC/Fort Leavenworth commander no longer serves as commandant of the Command and General Staff College (CGSC). What are your roles and responsibilities with CGSC in this new approach?

Lt. Gen. Isenhower: CGSC will function within the AU construct as one of the five Army colleges. This consolidation of similar function makes good sense for our Army and its education system. As the span of control and scale of responsibilities for CAC increases, we benefit from scrutinizing previous constructs, like the commanding general at Fort Leavenworth – a lieutenant general – serving as the CGSC Commandant, especially when the Sergeants Major Academy commandant is a nominative sergeant major (and used to be a colonel), and the Army War College commandant is a brigadier or major general. The CAC commanding general serving as the CGSC Commandant made sense in the past when CAC was largely confined to Fort Leavenworth. Today, CAC spans thirteen installations with more than a dozen subordinate flag officer commands.

My roles and responsibilities vis-à-vis CGSC will continue to evolve. Proximity alone enables me to interact with CGSC students, staff, faculty, and families more often: in the classroom, in the gym, on the street. There is also a terrifically influential demographic; I learn from them each time we meet.

CGSCF News: The current CGSOC and SAMS classes are nearing the end of their courses. As these current classes of students prepare to go out into key command and staff positions across the Army, what would you tell them are the attributes that are necessary to be a successful leader in those assignments?

Lt. Gen. Isenhower: They are the newest stewards of our profession. As such, they must lead from the front by example. They will be looked upon by subordinates and seniors alike as experts in our craft. They must know and teach our doctrine and tactics, train Soldier and staff alike to combat proficiency, and prepare their units to fight. As field grade officers, they must also inspire future service by example, motivating those around them and setting an example of work-life balance. 🇺🇸

CGSC inducts three into International Hall of Fame

by Sarah Hauck
CGSC Public Affairs

SINCE JANUARY 2026, THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE (CGSC) HAS INDUCTED THREE OFFICERS INTO THE CGSC INTERNATIONAL HALL OF FAME (IHOF).

On Jan. 15, 2026, Ejup Maqedonci, Minister of Defense of the Republic of Kosovo, CGSOC Class of 2013, was inducted and on April 9, 2026, CGSC inducted Lieutenant General Ingrid Gjerde, Chief of Defence Staff, Vice Chief of Defence, Norwegian Armed Forces, CGSOC Class of 2006, and Minister Geraldine George, Minister of Defense of Liberia, CGSOC Class of 2013, were inducted.

With these three recent additions, CGSC has now inducted 310 international graduates from 83 different nations into the IHOF. These 310 IHOF inductees represent the more 8,880 CGSC international graduates from 168 countries.

Maqedonci is not only the first international graduate from the Republic of Kosovo, but also the first of his CGSOC graduating class of 2013. Just ten years after his graduation, he was appointed as the Minister of Defense of the Republic of Kosovo, reaching the pinnacle of his career.

His 15-year career within the Kosovo military is marked by several assignments historic for his country to include chief planning officer for the Kosovo Security Force during their first participation multinational exercises Defender Europe 21 and Defender Europe 23.

Maqedonci explained, while he hasn't walked the halls of CGSC in more than a dozen years, lessons learned during his time here are omnipresent in his life.

"In many ways, I never really left this place," he said. "I returned here countless times through memories shared with my family, through lessons re-visited late at night and through principles applied in moments of responsibility and decision both as an officer of the Kosovo Armed Forces and as a person."

Norwegian Lt. Gen. Ingrid Gjerde shared a similar story. Returning to Fort Leavenworth 20 years after graduating from CGSC's Command and General Staff School (CGSS) and the School of Advanced Military Studies (SAMS), she reflected on how her time here shaped her career and personal character.

"I'm very sure I've benefited greatly from what I experienced here in Kansas. It has probably made me a stronger and more professional leader," Gjerde said.

She described her time here in a short list of memories to include academics, but not in the traditional sense of curriculum.

While Gjerde described the strength she acquired across professional and personal spectrums during her time as a CGSC student, the most impactful was that of national security.

- (IHOF) continued on page 10



CGSC Foundation President/CEO Lora Morgan presents Ejup Maqedonci, Minister of Defense of the Republic of Kosovo, 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 Lewis and Clark Center on Fort Leavenworth, Kansas, Jan. 15, 2026.



The U.S. Army Command and General Staff College International Hall of Fame inductees, left, Lieutenant General Ingrid Gjerde, Chief of Defence Staff, Vice Chief of Defence, Norwegian Armed Forces, and Minister Geraldine George, Minister of Defense of Liberia, stand at attention during the induction ceremony April 9, 2026, on Fort Leavenworth.

PHOTOS BY JIM SHEA/CGSC PUBLIC AFFAIRS

- (IHOF) from page 9

She cited the Norwegian Armed Forces motto to emphasize her point: “For all you have and all you are.”

“We learn about security politics, we learn about warfighting, but I think one of the most important things for us professional officers is also to question what we are fighting for,” Gjerde said. “As a young officer, I was very much focused on fighting for what we have. The Norwegian territory, our physical values, our fisheries, our oil income, all our physical things. After all these years working with or in war and conflict, it’s obvious to me that the last part of our motto is the most important one. We have to fight for who we are. Our core values, our democracy, our freedoms, our dignity, the society we want our children and grandchildren to grow up in.”

Gjerde achieved her current position as the second highest ranking officer of the Norwegian Armed Forces in 2023.

The same character and leadership attributes highlighted by Gjerde were also used to describe the reason behind George’s desire to serve.

Following a 14-year civil war in Liberia, George was among the first group of soldiers in 2006 to serve in the restructured Armed Forces of Liberia (AFL).

She achieved her current position in April 2024.

“Minister George is a valuable and important partner in West Africa. Her vision for the continued professionalization of the Armed Forces of Liberia is merely one example of her leadership and her commitment, her efforts to build her military’s capacity, prioritize the welfare of AFL personnel and families, and improve civil military relations underscore her remarkable dedication to her military and her country,” said Lt. Gen. Jim Isenhower, commanding general, U.S. Army Combined Arms Command and Fort Leavenworth, during the ceremony.

George reflected on her country’s connection to the United States, in what she described as one of “freedom and self-determination.”

Graduating seven years following Gjerde, she described, like her fellow inductee, the most impactful lessons from her time at Fort Leavenworth expanded beyond academic.

“To be inducted into the Command and General Staff College International Hall of Fame is not merely a personal honor,” George said. “It is a recognition of the enduring partnership between our nations and a testament of the shared value of duty, leadership and service.”

The induction, according to George, is more than a recognition of her career. It serves as a call to action for all current and future inductees.

“This award is a challenge to continue striving for excellence, to lead with integrity and to uphold the highest idea of the profession of arms,” she said.



PHOTOS BY JIM SHEA/CGSC PUBLIC AFFAIRS

Lieutenant General Ingrid Gjerde, Chief of Defence Staff, Vice Chief of Defence, Norwegian Armed Forces, left, is presented the order inducting her to the U.S. Army Command and General Staff College International Hall of Fame by Lt. Gen. Jim Isenhower, commanding general, U.S. Army Combined Arms Command and Fort Leavenworth, right, during the ceremony April 9, 2026, at the Lewis and Clark Center, Fort Leavenworth, Kansas.



CGSC Foundation Chair Maj. Gen. (Ret.) Chris Hughes, right, presents Minister Geraldine Janet George, Minister of Defense of Liberia, with a gift of a miniature Fort Leavenworth Lamp designating her as an honorary life constituent of the CGSC Foundation during the International Hall of Fame induction ceremony April 9, 2026, at the Lewis and Clark Center, Fort Leavenworth, Kansas.

“Our IHOF inductees represent the pinnacle of both personal and professional achievement as senior military and government leaders. I’m glad our current students can bear witness to our recognition of these distinguished graduates,” Isenhower said. 🇺🇸



Read the full stories online for more photos and the videos of the ceremonies:



<https://www.cgscfoundation.org/ihof-260115>



<https://www.cgscfoundation.org/ihof-260409>



Update from the Commandant

Forging leaders at CGSC



Col. Ethan J. Diven

PHOTO COURTESY ARMY PUBLIC AFFAIRS

by Col. Ethan J. Diven
Commandant, Command and General Staff College

FOR MORE THAN 140 YEARS, THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE (CGSC), ALSO KNOWN AS “AMERICA’S SCHOOL FOR WAR,” HAS SERVED AS THE INTELLECTUAL CORE OF THE ARMY’S LEARNING ENTERPRISE BY ADAPTING TO MEET THE NEEDS OF AN EVER-CHANGING OPERATIONAL ENVIRONMENT. Reflecting over the last year as the CGSC Commandant, I believe that mission is more critical than ever as our graduates depart to serve in complex operating environments that deny clarity and challenge cohesion. We operate in an era of persistent competition where the vectors of conflict have converged, the speed of competition has accelerated, and the margin for strategic error has narrowed.

This new reality is defined by challenges to the international order that increasingly feature rapid innovation in warfare, destabilization by irregular threats, and the challenges of renewed great power competition. Peer adversaries contest economic influence and intellectual property, while irregular actors such as cartels, proxies, and cyber mercenaries exploit the “grey zone” between peace and war. Simultaneously, the proliferation of emerging technologies—including drones, artificial intelligence, and commercial space capabilities—is compressing decision cycles and changing the very character of conflict.

This is not merely a military problem. It is a national one that requires joint and whole-of-government efforts to negotiate. And while technology and systems will inform solutions, the ultimate answer remains the timeless factor that decides victory and defeat: leadership. To that end, and in concurrence with our mandate to deliver premium warfighting education to field grade officers and senior NCOs, CGSC is forging a new generation of leaders who are dynamic, ethical, and technologically empowered.

First, we are cultivating dynamic leadership that enables decisive action in the most complex circumstances. Our departing graduates must operate across multiple domains, integrate joint, interagency, and multinational capabilities, and adapt faster than our adversaries. At CGSC, we immerse our students in this environment. Through new

learning systems, immersive simulations, and collaborative exercises that replicate the tempo and uncertainty of modern warfare, we prepare graduates to understand, interpret, and act upon complex information with decisive impact. This is the essence of cognitive overmatch: combining human judgment with advanced technology to dominate the decision space.

However, dynamic leadership without ethical judgment is both dangerous and immoral. That is why ethical leadership remains the bedrock of our educational philosophy. Our profession of arms is built upon disciplined initiative and the foundational responsibility to drive the legitimate and decisive application of military power. In a world of AI-enabled targeting, autonomous systems, and information

warfare, this mandate for ethical decision-making becomes more, not less, important. While human-machine teaming can increase lethality, the judgment of the leader “in the loop” remains paramount. We have a

duty to ensure our military dominance is surpassed only by our moral conduct. If legitimacy is the currency of strategic power, then our leaders must be grounded in the ethical behavior that sets the example for all in their charge.

Finally, leadership must be technologically empowered with cutting-edge systems. The 2025 National Security Strategy underscores the centrality of strategic innovation, and our leaders must embrace this reality. The next war will be fought not just by formations, but by competing and adaptive networks. It is incumbent upon us to be fluent in the emerging technologies that are reimagining horizons. At CGSC, we are integrating data analytics into operational design, exploring AI-enabled wargaming, and applying systems thinking to solve complex problems. We are applying emerging applications such as Maven Smart Systems, Vantage, and One Brief to enhance operational analysis. This is not about replacing the art of command with the science of algorithms; it is about enhancing commander decision-making by equipping leaders with the most effective tools and methods.

The United States retains enormous advantages for the

...CGSC is forging a new generation of leaders who are dynamic, ethical, and technologically empowered.

- (COMMANDANT) continued on page 15



Command and General Staff School (CGSS)

The CGSC Integrated Decision Advantage Center:

Delivering critical capabilities to Army and Joint PME

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

Col. David Norris
Director, CGSS



PHOTO COURTESY COL NORRIS

The Big Idea

The Command and General Staff College (CGSC) has established the Integrated Decision Advantage Center (IDAC) by merging the CGSC Department of Simulation and Education with the CGSS Scenario Development Team, and a host of related technology, data, and analytical experts into a cohesive team. This consolidation directly supports the Secretary of War’s January 2026 directive requiring the Army to become an “AI-first warfighting force” and implements the Army Data Plan’s objective of “operationalized data-driven decisions that support multi-domain operations at echelon.”

Mission

The mission of the new organization is to transform CGSOC students into division-ready staff officers who leverage artificial intelligence, advanced analytics, and digital tools to achieve decision dominance against peer adversaries through integrated curriculum delivery, scenario-based learning, and demanding authentic assessments.

Vision

The CGSC vision is that the IDAC serves as the Army’s premier academic engine for Human-Machine Teaming (HMT) and AI-enabled military education, producing graduates who deliver measurable decision dominance and cognitive advantage to their operational units.

Signal for Growth

Legacy organizational structures inadvertently created critical friction in delivering integrated AI-enabled education. Simulation and education functions operated in separate silos, scenario development lacked direct curriculum integration tools, and technology deployment followed linear timelines incompatible with rapid AI evolution. Students experienced disjointed technology exposure, faculty possessed varying proficiency levels, and

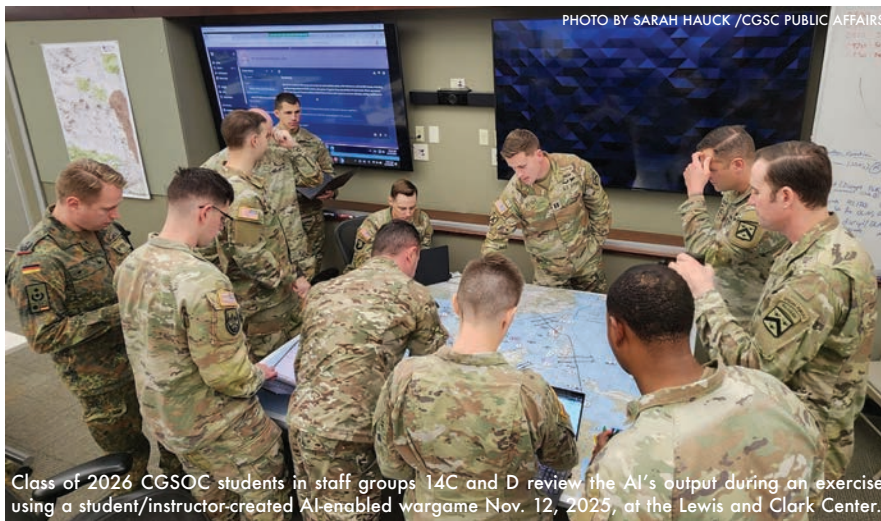
assessment methods failed to measure authentic AI-enabled decision-making competencies required for the current division-level fight. This fragmentation slowed the process of CGSC delivering the “Day-One Lethal” warfighters demanded by the operational force.

Continuous Process Improvement

To improve these outcomes, the IDAC consolidates all simulation, education technology, scenario development, and AI integration functions under unified leadership, mirroring best practices from Tier-1 universities and top performing

technology companies.

The organization employs cross-functional teams organized around student outcomes, platform teams managing specific technologies, and enabling teams providing enterprise services like faculty development - all operating with agile methodologies emphasizing rapid



Class of 2026 CGSOC students in staff groups 14C and D review the AI’s output during an exercise using a student/instructor-created AI-enabled wargame Nov. 12, 2025, at the Lewis and Clark Center.

iteration and continuous improvement.

Core Capabilities

The IDAC is built around delivering key outcomes and capabilities to students, faculty, and the operating force. These include:

Unified Scenario Architecture: A single authoritative INDOPACOM scenario ingested across all platforms (Onebrief, Maven Smart System, Army Vantage, Govini Ark) with data structured to enable AI/machine learning training and real-time updates propagated across systems employing Human-Machine Teaming best practice.

Integrated Curriculum Delivery: AI-enabled tools threaded vertically across course progression and horizontally across warfighting functions, with practicum exercises designed around authentic division staff workflows and progressive skill development from basic proficiency to advanced Human-Machine Teaming.

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School of Advanced Military Studies (SAMS)

Preventing AI-driven groupthink at SAMS



PHOTO COURTESY COL. DOMENGEAUX

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

Luke M. Herrington, Ph.D.
Assistant Professor of Social Science, SAMS

Col. Dwight Domengeaux
Director, SAMS

ARTIFICIAL INTELLIGENCE (AI) IS OFTEN FRAMED AS CAPABLE OF CREATIVITY, LEADING SOME TO BELIEVE IT COULD BE USEFUL IN REDUCING THE RISK OF GROUPTHINK IN FUTURE MILITARY DECISION-MAKING EFFORTS.

At the School of Advanced Military Studies, we found that rote employment of AI undermines creativity in some cases. The goal of our approach to AI at SAMS is to innovate solutions for future warfighters that prevent this from happening.

Groupthink: The Problem

Groupthink is a real risk for national security decision-making. Usually marked by a preference for social harmony over deliberation or debate, groupthink refers to the rapid coalescing of support for single ideas without considering the merit of alternative viewpoints.

As Irving Janis's famous book on the subject points out, the attack on Pearl Harbor in 1942 illustrates the dangers of this phenomenon, just as the Cuban Missile Crisis in 1961 illustrates the value of dissent in avoiding dangerous outcomes. At Pearl, the Navy's sense of invulnerability caused them to dismiss warnings about an imminent Japanese attack. By contrast, the National Security Council avoided groupthink on Cuba because the kinds of debate stifled by the Navy were actively encouraged by President Kennedy.

Military planning is no exception to this problem. Today's operational planning teams are subject to the same psychological biases as the Navy and National Security Council. However, the planning teams that support much in the way of military decision-making rely on the idea that the sums of these teams are greater than their parts. Groupthink undermines this principle by privileging the few. Now, as students at SAMS are learning, even the best structured planning teams may increase the risk of groupthink by privileging the one: AI.

Using Artificial Intelligence the Wrong Way

As we have worked to meet the Commander in Chief's and Department of War's guidance on AI by integrating it into SAMS curricula, we have seen the risk of groupthink manifest in classrooms in a few ways. As students leverage large language models, or LLMs, some have learned the hard way not to fall prey to letting these powerful tools do their thinking for them. When they do, they structure their ideas in similar ways while drawing on similar types

of figurative language, with some even arriving at identical conclusions.

There is a lot we don't know about this problem. For example, is this risk the result of working with a particular LLM? Is it specific to military

platforms like CamoGPT, commercial systems like Gemini, or is it a problem for every LLM? According to a study in Science Advances by Anil Doshi, from University College London, and Oliver Hauser from the University of Exeter, the problem may be universal. Even when AI promotes individual creativity, it also paradoxically stifles group creativity. Research out of the Wharton School at the University of Pennsylvania echoes these findings.

Another thing we do not know is just how widespread this problem is. Does AI-driven intellectual convergence happen only to a small number of users? To power users or novices? Or is it a systemic flaw? We need to investigate this problem further to answer these and other questions.

AI the Right Way

What we do know is that sharing one's own views during the AI prompt engineering process is key to preventing student users from falling into the trap of groupthink. High-quality prompts use clear, direct language, and are constructed in a way that reflects the users' understanding and critical thought on the subject matter. Further, SAMS promotes student-user iteration with chosen

**According to a study in
"Science Advances"...**
**Even when AI promotes individual
creativity, it also paradoxically
stifles group creativity.**

- (SAMS) continued on page 15



School for Command Preparation (SCP)

Forging Future Commanders: Pacific Aegis in the ATCDC curriculum



PHOTO COURTESY COL. MOSIER

by
Capt. Michaela C. Lang
Executive Officer, School for Command Preparation
and

Dr. Audrey E. Ayers
Curriculum Developer, School for Command Preparation and Editor-in-Chief, *Journal of Military Learning*

Col. Duane Mosier
Director, SCP

NESTED INSIDE AMERICA’S SCHOOL FOR WAR, THE COMMAND AND GENERAL STAFF COLLEGE, IS THE SCHOOL FOR COMMAND PREPARATION (SCP), THE U.S. ARMY’S EXECUTIVE AGENT FOR PREPARING FUTURE BATTALION AND BRIGADE COMMANDERS AND COMMAND SERGEANTS MAJOR FOR COMMAND TEAM ROLES.

Future battalion and brigade tactical commanders attend the Advanced Tactical Commander Development Course (ATCDC) immediately following the Chief of Staff of the Army’s Pre-Command Course (CSA-PCC) at SCP. During ATCDC, these future tactical commanders focus on applying the art and science of command to developing Commander’s Initial Planning Guidance (CIPG) through multiple sets and repetitions.

Pacific Aegis Scenario

SCP immerses future tactical commanders into the Pacific Aegis scenario, set in the U.S. Indo-Pacific Command region, developed by the scenario team at CGSC. SCP uses the scenario in a series of structured practical exercises designed to cultivate the development of CIPG.

The battalion ATCDC curriculum practical exercises follow a deliberate progression of phases, beginning with writing CIPG as a group and iterating with feedback from peers and instructors, then moving to independent work. By implementing the same Pacific Aegis scenario, future commanders and staff officers can bring shared experiences and understanding to their future units.

Battalion ATCDC instructors introduce the Pacific Aegis scenario to the students similar to a “Road to War” brief, including a short history of the escalating events leading to the conflict.

Instructors use a jigsaw metaphor – comparing the CIPG to the picture on the box – to describe the operations order with details specific to each echelon and unit, and the CIPG desired output of the exercise. The CIPG, if clearly given,

provides the complete puzzle picture creating an efficient and productive orders process. This gives the staff officers a clear picture of the ultimate goal, providing additional assistance in the overall understanding of how to interpret the pieces and helping prevent frustration.

The Pacific Aegis scenario provides students with multiple iterations of writing CIPG paired with feedback at each phase. As students move through the four phases, they will notice significant improvements in the clarity of their CIPG. This design includes four phases which will be discussed below.

Phases of the Pacific Aegis scenario practical exercise

In Phase I of the Pacific Aegis scenario practical exercise, the ATCDC

students are split into groups and given the assignment to collaboratively develop CIPG focused on offensive operations. After presenting the CIPG to the class, they receive feedback from peers and faculty.

In Phase II, the students use an organization within the 25th Infantry Division that is similar to their future command and individually write a CIPG which receives another round of feedback.

During Phase III, students are split into new groups and develop CIPG focused on defensive operations within the scenario. SCP faculty developed the defense practical exercise as a supplement to the original Pacific Aegis scenario from CGSC to provide students with sequential operations. In this phase students adapt to dynamic intelligence and guidance. The groups present their defensive CIPG to the class and receive another round of feedback.

Finally, in Phase IV, students complete the final iteration of developing CIPG, focused again on defensive operations within the scenario, completed individually. During this final phase of writing CIPG, students notice the greatest



PHOTO BY CAPT. MICHAELA LANG / SCP
In Phases I and III, battalion ATCDC students work in groups to collaboratively develop Commander’s Initial Planning Guidance and receive peer and faculty feedback.

– (SCP) continued on page 15

- (COMMANDANT) from page 11

fighters to come. However, advantages do not guarantee success.

Leaders are the ones who drive solutions to achieve required outcomes. Here at “America’s School for War,” we are committed to providing the Army with graduates of the Command and General Staff School, the School of Advanced Military Studies, and the School for Command Preparation who are prepared to “run at race-pace” upon

arrival to new assignments. By uniting the best of graduate education with emerging technologies, we are developing leaders who are dynamic, ethical, and empowered to achieve objectives and defeat our enemies.

Our motto is our ethos: *Ad Bellum Pace Parati* – Prepared in peace for war.

Winning matters, and CGSC will continue to drive how we win. 🏆

- (CGSS) from page 12

Systematic Faculty Development: Train-the-trainer model ensuring faculty can teach both tool operation and cognitive integration, with continuous professional development as platforms evolve and research opportunities aligned with Army AI priorities.

Authentic Assessment: Performance-based evaluations measuring AI-HMT competencies through Division-level practicums, with Advanced Warfighter Certification recognizing the top 30% of graduates who demonstrate mastery.

Technology Integration: Enterprise data architecture enabling cross-platform interoperability, web-based computing solutions for simulation, and secure cloud infrastructure supporting all classification levels.

Designed to Succeed: The IDAC has been infused with the critical factors that will drive success. It has strong executive sponsorship, a competitive talent acquisition approach, and employs agile execution methodologies. By employing early faculty engagement, maintaining a relentless student focus, while leveraging strategic partnership, the IDAC can deliver continuous data-informed

improvement. The IDAC is building upon a strong culture of innovation, experimentation, and learning from failure, while maintaining the highest standards of educational excellence in Army professional military education.

The Bottom Line

Artificial Intelligence and Human Machine Teaming do not compete with the fundamentals of warfare for time and attention – they are the new fundamentals of warfare. The integration of AI into professional military education is not optional, it is imperative. As the Secretary of War stated, this transformation is “a race” that will “re-define the character of military affairs over the next decade.”

CGSC must lead this transformation to ensure graduates possess the cognitive advantage and decision dominance required to fight and win against peer adversaries. America’s School for War must lead the Army and the Joint Force in Human Machine Teaming and AI-enabled military education.

The Integrated Decision Advantage Center is our way ahead for delivering graduates who are ready to fight and win the next war. 🏆

- (SAMS) from page 13

LLMs, encouraging students to arrange and rearrange their respective prompts to achieve novel outcomes. In other words, the user’s individual knowledge, creativity, and their experimentation with prompting techniques are essential to mitigating instances of AI-induced groupthink.

When SAMS faculty enthusiastically introduced LLMs into the curriculum, students and faculty both developed valuable uses cases to support or augment advanced military

education. However, we’ve learned that students, planners, and other warfighters who invest more of themselves into their prompts are likely to outperform those who divest their creativity when using an LLM. Warfighters who do not cultivate their own ideas during the prompt engineering process court the risk of ever-increasing groupthink and disaster. Fortunately, students at SAMS are learning these lessons in the classroom instead of on the battlefield. 🏆

- (SCP) from page 14

improvement of their CIPG and receive their final feedback from peers and faculty.

From analog to incorporating AI

The Pacific Aegis scenario ensures ATCDC students master the analog methods of developing clear CIPG. This

mastery is achieved through multiple sets and repetitions of developing CIPG and receiving feedback. In the future, the practical exercise will also include Generative AI as a pivotal tool, demonstrating its capacity to increase the speed and quality of command-level decision making in high-pressure situations. 🏆

Col. Roger H.C. Donlon

Medal of Honor Recipient, former CGSC faculty member, CGSC Foundation founding trustee memorialized

by Sarah Hauck
CGSC Public Affairs

THE HALLS OF THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE ARE FULL OF NOT ONLY HISTORIC EXAMPLES OF MILITARY OPERATIONS, BUT THOSE OF VALOR AND LEADERSHIP.

In a dedication ceremony March 25, 2026, at the Lewis and Clark Center of Fort Leavenworth, the physical displays of exemplary leadership gained a bronze bust depicting retired U.S. Army Col. Roger H.C. Donlon.

Donlon, who died January 25, 2024, was the first service member and Green Beret of the Vietnam War to receive the Medal of Honor. He was a long-time CGSC supporter who served on the CGSC faculty and was also a founding trustee of the CGSC Foundation and Alumni Association.

The day's events, conducted on National Medal of Honor Day, were about more than honoring the heroic actions of Donlon in Vietnam in 1964, Maj. Gen. Trevor Bredenkamp, president, Army University, explained, but also served to recognize and immortalize his character of bravery, and life-long service.

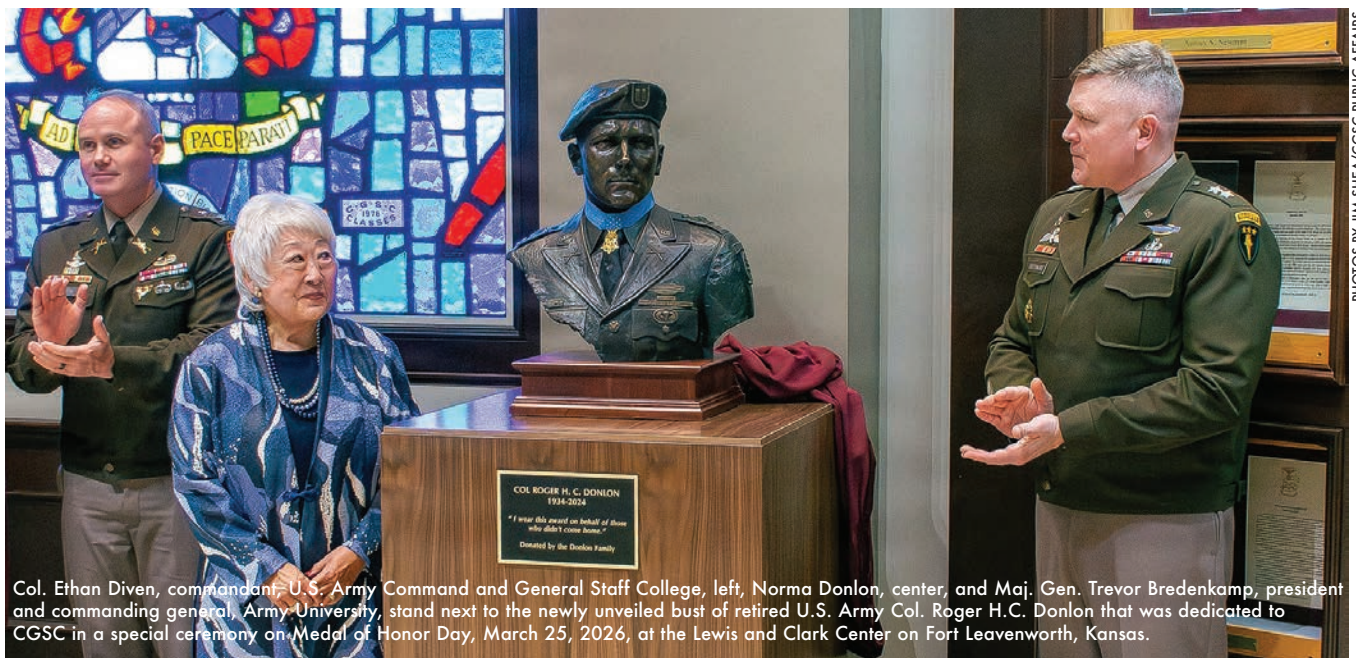
"As the students of this college walk down these halls and see the bust, let them be reminded of the man it represents. Let this bust and the new distinguished chair created in his name, be a constant reminder of the standard set by Col. Roger Donlon. A man who faced down incredible odds with unflinching courage," Bredenkamp said. "He dedicated his life to this institution and its community, and set a



A bronze bust depicting retired U.S. Army colonel Roger H.C. Donlon, the first service member and Green Beret of the Vietnam War to receive the Medal of Honor, and long-time U.S. Army Command and General Staff College supporter, was dedicated to the college in a ceremony March 25, 2026, at the Lewis and Clark Center on Fort Leavenworth.

standard of leadership and selfless service that will inspire generations to come. His legacy is now formally woven into the fabric of this college. A guiding light for all who will pass through these halls."

The ceremony also marked the establishment of the Col. Roger H.C. Donlon Chair for Military Leadership Studies, described as a means of capturing Donlon's decades of



Col. Ethan Diven, commandant, U.S. Army Command and General Staff College, left, Norma Donlon, center, and Maj. Gen. Trevor Bredenkamp, president and commanding general, Army University, stand next to the newly unveiled bust of retired U.S. Army Col. Roger H.C. Donlon that was dedicated to CGSC in a special ceremony on Medal of Honor Day, March 25, 2026, at the Lewis and Clark Center on Fort Leavenworth, Kansas.

PHOTOS BY JIM SHEA/CGSC PUBLIC AFFAIRS

dedication to mentorship and leader development at CGSC, which began when he was a student in 1970.

Aside from his valor and dedication to duty during his 35 years of military service, Donlon dedicated his life to the Fort Leavenworth area and CGSC, frequently volunteering his time to serve as a guest speaker and mentor to CGSC students.

Bestowed for the first time by Dr. Dave Cotter, CGSC's dean of academics, the distinguished chair is a means of commemorating Donlon's legacy of leadership through scholarship as a student, instructor and mentor within CGSC.

Dr. Michael Forsyth, director of the CGSC Department of Command and Leadership, is the first to hold the title and responsibilities associated with the chair.

This task, Cotter explained, requires a leader of distinction, with Forsyth being an appropriate choice as the first to hold the title.

"Col. Donlon's presence has a long history in our corridors, and he was a regular sight as he loyally and enthusiastically contributed to the professional development of our students and our faculty," Cotter said. "...I can testify to his ability to walk into a classroom and capture immediately the full attention of the students present, sharing his expertise and counsel as our officers cross from the world of direct to organizational leadership. There is no more valuable contribution you could have made to the professional development of more than a generation of rising senior leaders of the Army. One of our often repeated sayings about the Command General Staff College, and I believe it to be true, is that if you want to change the Army, this is where you do it. Col. Donlon was a key part of that process for many years. The intent of this chair is to preserve that legacy and to carry it forward."

Donlon joined the Fort Leavenworth community later in his career as an instructor and director of Allied Personnel, which included sponsoring international military students, most notably the first North Vietnamese student, for more than 20 years.

According to his wife Norma, this final position as the director of Allied Personnel, is where the Donlons fell in love with the "Best Hometown in the Army" and its people.

Following his official time within CGSC, Donlon became a board member of the Command and General Staff College Foundation upon its inception.

"This was the true Roger Donlon. Always faithful; to the soldiers he served with, and a friend and mentor to everyone who crossed his path. He participated and accepted every opportunity to be involved in Fort Leavenworth," Norma explained after reading a letter Roger penned during a return trip to Vietnam in 2011.

In addition to his work within the college, Donlon led numerous efforts to reconcile the relationship between the



Dr. Dave Cotter, Dean of Academics, U.S. Army Command and General Staff College, left and Dr. Michael Forsyth, Director of the Department of Command and Leadership, CGSC, right, unveil the plaque representing the new Col. Roger H.C. Donlon Chair for Military Leadership Studies Distinguished Chair in a ceremony March 25, 2026, at the Lewis and Clark Center on Fort Leavenworth. Forsyth is the first person to be designated to hold the chair title and responsibilities.

American and Vietnamese people.

In 1993, he led the first "Mission in Understanding" to Vietnam for People to People International before diplomatic relations were established.

He would return to Vietnam in 1964, to the site of battle where his leadership and bravery would later be recognized with his Medal of Honor, to restore the cemetery at Nam Dong.

Donlon's reconciliation efforts continued, with wife Norma, establishing the "Gen. and Mrs. William Westmoreland Scholarship Program" at Texas Tech University as well as assisting in the establishing of the Children's Library International Learning Center at Nam Dong in memory of his team and the first Australian killed in the Vietnam War.

"Roger strongly believed those who have invested the most in war, should be the first to reach out in peace," Norma Donlon said.

The bust, adorned by one of Donlon's Medals of Honor, joins a trio of memorials within America's School for War campus.

To the right, encased in glass, is Donlon's Fort Leavenworth Hall of Fame induction citation and photo.

He was inducted in 1995, becoming one of the only non-general officers to be inducted in the 20th century.

The distinguished chair plaque will display the names of each member responsible for upholding Donlon's leadership and valor characteristics through scholarship and leader development.

"The mission here at the Command and General Staff College is to educate and develop leaders to solve complex problems in a world of uncertainty. It is about forging officers who can think critically, act decisively, and lead with integrity. Col. Roger Donlon is the embodiment of that mission," Bredenkamp said. 🇺🇸



Read the story online for more photos and video:

<https://www.cgscfoundation.org/donlon-dedication-260325>





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Civilian, military leaders explore leader development during NSRT



by Mark H. Wiggins, Managing Editor

PHOTO BY DAN NEAL/CGSC PUBLIC AFFAIRS

The U.S. Army Command and General Staff College (CGSC) and the CGSC Foundation and Alumni Association hosted 18 leaders from around the country in the National Security Roundtable (NSRT) program from March 9-11, 2026. The group was comprised of 16 civilian leaders and two from the command leadership team of Army University. The theme for this NSRT was “The Converging Battlespace: Leadership at the Intersection of Innovation, Irregular Threats, and Great Power Competition.”

CGSC students from both the Command and General Staff School (CGSS) and the School of Advanced Military Studies (SAMS) were the escorts for each individual guest. Additionally, more than 10 NSRT alumni and CGSC Foundation trustees also attended to remain connected with the Foundation and the Command and General Staff College and to assist with the new guests.

The NSRT program is a CGSC Foundation outreach program conducted in concert with the Command and General Staff College. During each program, civilian business and community leaders are nominated by NSRT alumni to participate. Upon arrival at Fort Leavenworth, NSRT guests are partnered with CGSC students to navigate the program as they explore topical national security issues. Over the course of

three days, the guests explore the subject matter with their student escorts and have the opportunity to develop a greater appreciation for the competence and professionalism of the faculty and students, as well as an understanding of the role that Fort Leavenworth and the College play in educating mid-level military leaders. Conversely, CGSC students and faculty have the opportunity to learn about the challenges civilian leaders face in their respective industries.

On March 9, guests were welcomed at the hotel just outside Fort Leavenworth by CGSC Foundation Chairman Maj. Gen. (Ret.) Chris Hughes and President/CEO Lora Morgan and other members of the Foundation staff. The guests took advantage of an optional Fort Leavenworth tour led by Hughes, which ended at the Lewis and Clark Center where the guests had the opportunity to participate in an online interview with retired Gen. David Petraeus, as he spoke about “Great Power Competition and the Future of U.S. Strategy” and answered many questions about the current strategic environment from his perspective.

After the interview with Petraeus, Hughes led a tour of the Lewis and Clark Center, after which CGSC Foundation President/CEO Lora Morgan provided an overview of the next three days’ agenda. Fort



PHOTOS BY MARK H. WIGGINS

Fort Leavenworth Commanding General Lt. Gen. Jim Isenhower speaks about the Army University organization and the role that CGSC plays in educating leaders for the joint force in a complex national security environment during the National Security Roundtable conducted March 9-11, 2026, in the Arnold Conference Room of the Lewis and Clark Center on Fort Leavenworth.



Faculty members from the Department of Joint, Interagency and Multinational Operations, seated from left, Maj. Anthony Joyce, Lt. Col. David Thompson, Lt. Col. J.P. Smock and Lt. Col. Tony Nelson, lead the first panel discussion entitled "Great Power Competition, Irregular Threats, and AI-Enabled Warfare," during the National Security Roundtable conducted March 9-11, 2026.



NSRT guest Brian Witt, Rivet Work vice president for revenue, Overland Park, Kan., left, converses with his escort officer, Maj. Eric Bullock, a student in the School of Advanced Military Studies, during the second day of the National Security Roundtable conducted March 9-11, 2026.

Leavenworth Commanding General Lt. Gen. Jim Isenhower arrived to meet/greet all the guests along with CGSC Commandant Col. Ethan Diven, Command and General Staff School Director Col. David Norris, and School of Advanced Military Studies Director Col. Dwight Dometgeaux, Jr. The participants also met their student escorts and spent the rest of the evening getting acquainted during the social event hosted by the Foundation.

March 10, the second day of the NSRT, began with welcome and introductions from CGSC Foundation Chairman Maj. Gen. (Ret.) Chris Hughes and Fort Leavenworth Commanding General Lt. Gen. Jim Isenhower. During his remarks, Isenhower spoke about the Army University organization and the role that CGSC plays in educating leaders for the joint force in a complex national security environment.

After Isenhower's remarks, CGSC Commandant Col. Ethan Diven provided the "scene setter" presentation. He said that the results of the converging dynamics of innovation, irregular threats and great power competition are complex and ominous.

"[The convergence of these dynamics creates] a

competition space where industrial capacity matters as much as maneuver. Horizons where supply chains are strategic terrain and forward positions are critical footholds. And a political environment where information dominance may determine campaign outcomes before the first missile or drone is fired," Diven said. "This is not merely a military problem. It is a national one that requires our combined best efforts. – And that is precisely why this Roundtable exists."

Diven explained that the current National Security Strategy reminds us that America's advantages include its economy, innovation ecosystem, alliances, financial system, and industrial base. He said those advantages reside not only inside the Pentagon — but in boardrooms, laboratories, classrooms, factories, and communities across this country. And the answer he said is not simply more technology, it is leadership, which is the focus of CGSC.

Following a break and a group photo, faculty members from the Department of Joint, Interagency and Multinational Operations, led by Lt. Col. Tim Devine, presented the first panel discussion entitled "Great Power Competition, Irregular Threats, and AI-Enabled



Top: Faculty members from the School of Advanced Military Studies led by Dr. Bruce Stanley, Ph.D., seated at the table on right, lead a panel discussion entitled "Leading in Complex Environments."

Right: School of Advanced Military Studies (SAMS) Director Col. Dwight Domengeaux provides an overview of the SAMS program.



Below: Command and General Staff School (CGSS) Director Col. David Norris delivers a presentation entitled "10 Months for 10 Years" during the NSRT dinner on March 10.



PHOTOS BY MARK H. WIGGINS

Warfare." Members of the panel were Lt. Col. Tony Nelson, who explained "great power competition;" followed by Lt. Col. J.P. Smock, who made a presentation on "translating national strategic guidance" and the levels of command that graduates of the Command and General Staff Officers Course would be operating. Lt. Col. David Thompson presented "grappling with irregular threats;" and finally, Maj. Anthony Joyce spoke about "human-machine teaming," or AI, in professional military education at CGSC. The participants had ample opportunity to ask questions and delve deeper into each of the topics discussed.

During a working lunch, Dr. Dave Cotter, CGSC dean of academics, provided the group with an overview of the recent changes in Army University and CGSC's place within it as part of the Army's professional military education (PME) program for officers. After the dean's briefing and a networking break, CGSC Foundation President/CEO Lora Morgan provided the NSRT guests with an overview of the CGSC Foundation mission and its various programs to support the officer-students and their families at CGSC.

In the afternoon period, faculty members from the

2026 NSRT Participants

Maj. Gen. Trevor J. Bredekamp
President and Commanding General, Army University, Carlisle Barracks, Pa.

Cmd. Sgt. Maj. Charles Gregory
Command Sergeant Major, Army University, Carlisle Barracks, Pa.

Karl Beckstein
Senior Business Development Manager, Amazon, Raleigh, N.C.

Angie Besendorfer
Chief Learner Experience & Success Officer, Univ. of Maryland Global Campus, Adelphi, Md.

Matt Collins
COO, Logistics Systems, Inc., Alexandria, Va.

Johan "Kip" Eideberg
Senior Vice President, Association of Equipment Manufacturers, Washington, D.C.

Sgt. Nate Elwood
Sergeant, Iowa State Patrol, District 3, Council Bluffs, Iowa

Col. (Ret.) Michael Greenberg
Senior VP, Decision Lens, Arlington, Va.

David Johnson
President & CEO, Thrasio, Nashville, Tenn.

Geoff Koch
VP of Product Development, McElroy Manufacturing, Tulsa, Okla.

Marty Kobza
Superintendent, USD 469, Lansing, Kan.

Pete Mackey, Ph.D.
President, Mackey Strategies, Amherst, Mass.

Ryan Manies
General Counsel, McCownGordon Construction, Kansas City, Mo.

Todd Nevenhoven
SVP, COO, Wellabe, Des Moines, Iowa

Rand Stagen
CEO, Stagen Leadership Academy, Dallas, Texas

Steve Tolbert
CEO, Decision Lens, Arlington, Va.

Brian Witt
VP Revenue, Rivet Work, Overland Park, Kan.

Chris Zenthofer
VP of Product Strategy, McElroy Manufacturing, Tulsa, Okla.

School of Advanced Military Studies led by Dr. Bruce Stanley, Ph.D., led a panel discussion entitled "Leading in Complex Environments." Panel member Dr. Glen Downing, Ph.D., addressed "Systems Thinking;" Dr. Jim Greer, Ph.D., discussed "Design and Systems Thinking in the Operational Environment;" and finally, Col. Matt Furtado discussed "Complexity and Implications for Effective Organizational Leadership." Each of the faculty members' presentations drove home the point to the NSRT guests that CGSC, and especially the SAMS curriculum, is designed to teach students "how to think," not "what to think."

At the end of day two, attendees, their student escorts, and the College and Foundation leaders had dinner at the Frontier Conference Center with a feature presentation by CGSS Director Col. David Norris entitled "10 Months for 10 Years." Norris explained in detail how the professional military education at CGSC prepares mid-level officers for the next 10 years of their careers in complex operational environments.

On March 11, the third and last day of the NSRT, guests spent the morning with their student escorts in their respective classrooms to get a closer look at

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PHOTOS BY MARK H. WIGGINS



From left, Foundation Trustee and former Fort Leavenworth Commanding General/CGSC Commandant Lt. Gen. (Ret.) Robert Caslen, Foundation Chairman Maj. Gen. (Ret.) Chris Hughes, and Maj. Gen. (Ret.) Tim McGuire lead the final discussion panel entitled "High Intensity Conflict," during the National Security Roundtable conducted March 9-11, 2026, in Marshall Auditorium of the Lewis and Clark Center on Fort Leavenworth.

CGSC subject matter and learning environment. These visits typically make the biggest impression on NSRT guests, who get to see first hand what the students are studying and how the educational process really works in CGSC classrooms.

After their time in the classrooms, the guests reconvened in the Arnold Conference Room for lunch, during which the School of Advanced Military Studies Director Col. Dwight Domengeaux provided an overview of the SAMS program.

Following the SAMS brief, Foundation Chairman Maj. Gen. (Ret.) Chris Hughes led the final discussion panel entitled "High Intensity Conflict," with Foundation Trustee and former Fort Leavenworth Commanding General/CGSC Commandant Lt. Gen. (Ret.) Robert Caslen and Maj. Gen. (Ret.) Tim McGuire. Each spoke about their experiences leading and training and operating in operations formally labeled "high intensity," versus the more recent naming convention, "large scale combat operations."

The NSRT ended with a close out discussion led by CGSC Commandant Col. Ethan Diven. Following that discussion Diven, CGSC Cmd. Sgt. Maj. Matthew Ladd, and Foundation President/CEO Lora Morgan presented each guest with a NSRT graduation certificate. Foundation President/CEO Lora Morgan also presented each guest with a coin and each student escort with a CGSC lapel pin in appreciation for their assistance with the program.

Part of the program includes a survey for participants to provide feedback on the experience. One of the questions is the standard, "what would you change?"



CGSC Cmd. Sgt. Maj. Matthew Ladd and CGSC Commandant Col. Ethan Diven, left, and CGSC Foundation President/CEO Lora Morgan, far right, present Kip Eideberg, senior vice president, Association of Equipment Manufacturers in Washington, D.C., third from left, with a graduation certificate for the 2026 National Security Roundtable conducted March 9-11, 2026, at Fort Leavenworth. To the right of Eideberg is his NSRT escort officer, U.S. Air Force Maj. Ryan Deming, a student in the Command and General Staff Officers Course Class of 2026.

NATIONAL SECURITY ROUNDTABLE



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question, to which one participant answered: "More of it! It's increasingly more important to build bridges between the military and civilian community." — According to Foundation President/CEO Lora Morgan, that response effectively sums up the reason the Foundation and CGSC host the NSRT program each year.

The CGSC Foundation leadership wishes to thank the sponsors of the 2026 NSRT: Foundation Trustee Terry Lillis, McElroy Manufacturing, Ferguson Hotel Development, Mr. Luke Bomer, Wellabe, Dr. Jeffrey Kramer, Robert and Clare Powell, and Lt. Gen. (Ret.) Rich Keller. 🙏



Read the story online for more photos:
<https://www.cgscfoundation.org/2026-nsrt>



2026 CGSC Military Ethics Symposium focuses on civil-military relations

by Mark H. Wiggins
Managing Editor



PHOTOS BY MARK H. WIGGINS

The CGSC Foundation's General Hugh Shelton Distinguished Visiting Chair of Ethics Paul David Miller, Ph.D., a professor at Georgetown University, delivers his keynote address, "Judgment in the Moment: Ethics and Responsibility in the Profession of Arms," during the 2026 CGSC Military Ethics Symposium on March 27, 2026, in the Lewis and Clark Center's Eisenhower Hall on Fort Leavenworth, Kansas.

THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE AND THE CGSC FOUNDATION COHOSTED THE 2026 CGSC MILITARY ETHICS SYMPOSIUM MARCH 27, 2026 AT THE LEWIS AND CLARK CENTER ON FORT LEAVENWORTH.

The theme of this year's ethics symposium was "Civil-Military Relations Since World War II: Ethical Considerations," with particular focus on the ethical challenges that emerge in times of crisis.

The keynote presenters were the CGSC Foundation's General Hugh Shelton Distinguished Visiting Chair of Ethics, Paul David Miller, Ph.D., who is also a professor at Georgetown University, and Kori Schake, Ph.D., a senior fellow and the director of foreign and defense policy studies at the American Enterprise Institute. Participants included the CGSOC students in the current class of 2026, faculty, and the ethicists from the various centers of excellence around the Army that report to the Combined Arms Command.



From left, Marc LiVecche, Ph.D., the McDonald Distinguished Scholar of Ethics, War, and Public Life at Providence, non-resident research fellow at the U.S. Naval War College, and adjunct professor of ethics at the U.S. Naval Academy; Eric Patterson, Ph.D., president/CEO of the Victims of Communism Memorial Foundation; the CGSC Foundation's General Hugh Shelton Distinguished Visiting Chair of Ethics Paul David Miller, Ph.D.; and Kori Schake, Ph.D., a senior fellow and the director of foreign and defense policy studies at the American Enterprise Institute, lead a discussion panel during the CGSC Military Ethics Symposium, March 27, 2026, in the Lewis and Clark Center's Eisenhower Hall on Fort Leavenworth, Kansas.

Chaplain (Lt. Col.) Derek Pottinger from the CGSC Department of Command and Leadership, and CGSC Foundation President/CEO Lora Morgan kicked off the symposium with welcome remarks. Following the welcome, CGSC Commandant Col. Ethan Diven spoke.

In his opening remarks Diven described Army stewardship of the profession of arms as a necessity that must ensure that our military

dominance is surpassed only by our moral conduct. Following Diven was Miller, who presented the first of two keynote addresses for the symposium. In his presentation, "Judgment in the Moment: Ethics and Responsibility in the Profession of Arms," Miller exhorted the audience to consider the formation of character in order to be prepared for the day in which laws are ignored, foolish orders given or legal ones violated.

- continued on page 24



Kori Schake, Ph.D., a senior fellow and the director of foreign and defense policy studies at the American Enterprise Institute, delivers her keynote remarks on civilian-military relations during the CGSC Military Ethics Symposium, March 27, 2026, in the Lewis and Clark Center's Eisenhower Hall on Fort Leavenworth, Kansas.



Chaplain (Maj.) Michael Demmon presents his paper "The Chaplain as Faithful Steward of the Army Ethic in an Age of Political Friction" during the CGSC Military Ethics Symposium, March 27, 2026, in the Lewis and Clark Center's Eisenhower Hall on Fort Leavenworth, Kansas.



From left, CGSC Director of the Department of Command and Leadership, Michael Forsyth, Ph.D.; John Modinger, associate professor in CGSC's Department of Joint, Interagency, and Multinational Operations; and Trent Lythgoe, Ph.D., associate professor of military leadership and the Fox Conner Chair for Leadership Studies, lead a discussion panel on Army officers' responsibilities during the CGSC Military Ethics Symposium, March 27, 2026, in the Lewis and Clark Center's Eisenhower Hall on Fort Leavenworth, Kansas.

PHOTOS BY MARK H. WIGGINS

After his remarks, Miller participated in a panel discussion with Schake, Eric Patterson, Ph.D., president/CEO of the Victims of Communism Memorial Foundation, and Marc LiVecche, Ph.D., the McDonald Distinguished Scholar of Ethics, War, and Public Life at Providence, non-resident research fellow at the U.S. Naval War College, and adjunct professor of ethics at the U.S. Naval Academy.

During the panel discussion, LiVecchi described the connection between physical fitness, mental agility and moral formation as the habitual creation of space to make moral decisions. Patterson contributed to the discussion from the perspective of a leader whose identity and calling sets the conditions to form moral character within the organization.

After the first panel discussion, Schake provided her keynote presentation. In both the panel discussion and her keynote, she highlighted significant challenges within the civilian-military relationship. She pointed to some civilians' desire to use the trusted status of the military for partisan advancement as of special concern for our students. Her case study of President Andrew Johnson and General Grant's relationship during the reconstruction period after

the Civil War was central to her argument of why our non-partisan civilian-military relationship is unique and essential to the fabric of the United States.

The final panel was led by CGSC Director of the Department of Command and Leadership, Michael Forsyth, Ph.D.; along with Trent Lythgoe, Ph.D., associate professor of military leadership and the Fox Conner Chair for Leadership Studies; and John Modinger, Ph.D., associate professor in CGSC's Department of Joint, Interagency, and Multinational Operations. The three discussed issues related to Army officers' responsibility to remain apolitical, non-partisan and politically "astute" with respect to the implications their oath of office, selfless service, and the practical career decisions they make in and out of uniform.

After the final panel discussions, symposium attendees had the opportunity to attend breakout sessions for presentations on papers submitted for the symposium by CGSC student authors and U.S. Army chaplain ethicists.

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



Read the story online and see more photos:

<https://www.cgscfoundation.org/2026-cgsc-military-ethics-symposium>





PHOTOFLASH

Vice Chief visits with Foundation leadership



PHOTO BY STEPHENIE COLE/CGSC FOUNDATION

Vice Chief of Staff of the Army (VCSA) Gen. Christopher C. LaNeve and his wife Kim visited Fort Leavenworth April 30, 2026, to speak to officers and spouses attending pre-command courses in CGSC’s School of Command Preparation, as well as officers in the Army Strategic Education Program - Command (ASEP-C) in the Lewis and Clark Center.

Prior to his visit Gen. LaNeve had requested a background briefing on the Command and General Staff College Foundation and Alumni Association. After he arrived at the Lewis and Clark Center CGSC Foundation President/CEO Lora Morgan had the opportunity to meet with him and discuss the Foundation’s mission.

In the photo, from left, Morgan, Sherrill Isenhower (wife of Combined Arms Command/Fort Leavenworth commander Lt. Gen. Jim Isenhower), Kim LaNeve, and VCSA Gen. LaNeve.



PHOTOFLASH

CGSC Mentor and Leadership Program conducts end-of-year social

CGSC leadership hosted a CGSC Mentor and Leadership Program networking social at the Frontier Army Museum April 23, 2026. CGSC Commandant Col. Ethan Diven stopped by the gathering and addressed the group of mentees and mentors stressing the importance of leadership and leader development through the program.

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.



PHOTO BY STEPHENIE COLE/CGSC FOUNDATION



PHOTOFLASH

Foundation continues sponsorship of CGSC WorldQuest Team

Eight faculty members from the Department of Joint, Interagency, and Multinational Operations (DJIMO) from the Army Command and General Staff College traveled to the Johnson County Arts and Heritage Center in Overland Park, Kansas, on the evening of April 30, 2026, to participate in the annual WorldQuest Global Trivial Pursuit competition sponsored by the Kansas City International Relations Council.

The CGSC Foundation and Alumni Association sponsors the College’s WorldQuest Team as part of its outreach to the Greater Kansas City community.



PHOTO COURTESY GARY HOBIN/DJIMO



Read the full story online:

<https://www.cgscfoundation.org/worldquest-2026>





Sustaining ethical leadership and interagency dialogue



THE SIMONS CENTER
FOR ETHICAL LEADERSHIP AND INTERAGENCY COOPERATION

by Col. (Ret.) Todd Schmidt, Director, and Lt. Col. (Ret.) John Nelson, Deputy Director

SINCE OUR LAST EDITION, THE SIMONS CENTER HAS BROUGHT ON NEW LEADERSHIP WITH RETIRED COL. TODD SCHMIDT, PH.D., WHILE MAINTAINING OUR MOMENTUM IN FOSTERING AND HOSTING IMPORTANT DISCOURSE RELATED TO CURRENT NATIONAL SECURITY AND INTERAGENCY TOPICS. The overarching theme for our speaker series is our commitment to developing courageous, ethical leaders of character and commitment, whether in military service or in our local communities.

Through targeted speaker series, forums, and scholarly publications, we continue to equip professionals for the demands of strategic competition, ethical complexity, and complex, collaborative operations. Our three signature programs – Distinguished Speaker Series (DSS), Arter-Rowland National Security Forum (ARNSF), and Des Moines National Security Forum (DMNSF) – delivered several exceptionally salient, if not prescient, high-impact events from November 2025 through April 2026.

The ARNSF kicked off with a session on medical volunteers in conflict zones, followed by speakers addressing current operations in Ukraine, the current status of the North Atlantic Treaty Organization, updates on the Combined Arms Command at Fort Leavenworth, and ethical decision-making in crises, as well as honoring Col. (Ret.) Bob Ulin's service to the Foundation and Simons Center.

Our quarterly programs also featured some very special guest speakers. The DSS provided presentations on General MacArthur in the Philippines and the current state of NATO. In Des Moines, the DMNSF examined interagency strategies against emerging threats and leadership in times of uncertainty and the challenges of building ethical cultures and organizations.

Whether in Des Moines, Leavenworth or Kansas City, all of our forums convene leading experts to explore timely challenges, while fostering important discourse among military, government, civic and academic leaders. Detailed coverage of these events can be found on our Foundation website and in separate articles in this issue.

Publication efforts advanced our body of knowledge significantly. The fall 2025 *InterAgency Journal* (IAJ, Vol. 15, No. 2) confronts strains on professional ethics, institutional trust, and leadership amid strategic competition, polarization, and complexity. Themes include NATO public diplomacy fractures, intelligence politicization, climate as a security imperative, civil-military relations, complexity leadership in command and control, and ethical decision-



IAJ 15-2 and the most recent Special Report are available online:

<https://thesimonscenter.org/publications>

or use the QR codes



making through virtue formation and the ethical triangle. We also released the *Special Report: Moral Readiness for Just Large-Scale Combat Operations*, compiling insights from the 2025 CGSC Military Ethics Symposium on ethical considerations in large scale combat operations, from just war theory to AI and cyber warfare.

The leadership team at the Simons Center is committed to bringing continued valuable programming. Lt. Col. (Ret.) John Nelson continues his impactful contributions as the deputy director, leading a range of important initiatives and flagship publications of the Center, focusing on the IAJ, the Fellows program, website transformation, and much more.

The Simons Center remains dedicated to fostering ethical leaders, interagency cooperation, and policy-relevant scholarship. Our robust 2026 calendar promises continued value to the Command and General Staff College, the CGSC Foundation and Alumni Association, and the national security community. For details on events, publications, and engagement, visit the Simons Center website or contact the CGSC Foundation. 🦋



Arter - Rowland National Security Forum

by Mark H. Wiggins
Managing Editor

SINCE THE *FOUNDATION NEWS* WENT TO PRINT IN NOVEMBER 2025, THE ARTER-ROWLAND NATIONAL SECURITY (ARNSF) FORUM HAS CONDUCTED SIX MEETINGS AT THE CARRIAGE CLUB IN DOWNTOWN KANSAS CITY.

On Nov. 20, 2025, Dr. Jeff Colyer, a reconstructive plastic surgeon in Kansas City, spoke to the Forum about his experiences as a medical volunteer in conflict zones and disasters around the world.

On Dec. 9, 2025, the Forum celebrated the end of the year with an evening holiday social. The event featured a farewell presentation by Col. (Ret.) Bob Ulin, who stepped down as the leader of the Forum, and also remarks by retired Lt. Gen. Milford H. Beagle, Jr., the former commandant of the U.S. Army Command and General Staff College and commander of Fort Leavenworth.

The first Forum gathering in 2026 featured a presentation on Jan. 15 entitled “Ethical Leadership in Crisis Situations” by Col. Andrew Steadman, who currently serves as director of the Army University Press at Fort Leavenworth, Kansas. To drive his presentation, Steadman used his experiences in combat and during his assignment as a military aide to the White House where he and the other military service aides were charged with carrying what has become known as the “nuclear football.”

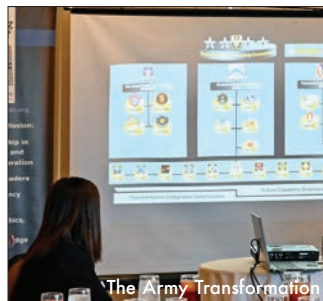
On Feb. 19, 2026, military affairs analyst Paul Schwennesen, Ph.D., presented “Ukraine’s Fight — and What We Can Learn.” In his comments Schwennesen used his personal experiences of working in Ukraine and witnessing firsthand many valuable lessons the U.S. should study and adapt.

Lt. Gen. Jim Isenhower, commanding general of the U.S. Army Combined Arms Command and Fort Leavenworth, spoke to the Forum on March 19, 2026. He discussed the Army Transformation Initiative and how changes have affected his organization. He also addressed many questions about the current situation in Iran and offered his perspective while avoiding the non-military policy aspects inherent with some of the issues.

The most recent gathering of the Forum was April 16, in which Maj. Gen. (Ret.) William Hickman, a veteran



PHOTOS BY MARK H. WIGGINS



with extensive NATO experience, delivered a presentation entitled “NATO’s Ambitious Agenda and Challenges – Preparing for the Future.” He offered his own perspectives about the future of NATO in light of recent global political discussions and addressed the inherent core tensions amongst NATO members, which include maintaining alliance unity and credible deterrence while serving their own national interests.

ARNSF events are for members and their guests only. If you are interested in joining, contact Col. (Ret.) Todd Schmidt at ttschmidt@cgsfc.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

THE DES MOINES NATIONAL SECURITY FORUM (DMNSF), A PROGRAM FACILITATED BY THE COMMAND AND GENERAL STAFF COLLEGE FOUNDATION’S SIMONS CENTER HAS CONDUCTED TWO MEETINGS IN 2026.

On March 25, 2026, Lt. Gen. Milford H. Beagle, Jr., U.S. Army, Retired, led a discussion on leadership principles he lays out in his recently published book *When the Map Runs Out: Values, Judgement and Clarity in Uncertain Times*.

In his presentation, Beagle spoke about how leadership is personal. It isn’t just a series of procedures you can follow, because “when the map runs out” or when you exhaust “procedures,” you must rely on your internal compass – your values, judgement and courage.

After the presentation, Beagle led a question and answer session with the attendees during which he related his experiences leading small and large organizations, lessons he’s learned over time, and the greatest challenges he sees with leadership.

On April 29, 2026, Trent J. Lythgoe, Ph.D., an associate professor of military leadership and the Fox Conner Chair for Leadership Studies at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas, led a discussion about building ethical organizations.

In his remarks Lythgoe said although a leader’s personal integrity and ethical example matter, they are not enough to create an ethical organization. He said leaders must also build an ethical culture – a system of shared beliefs and values that drive ethical behavior. Leaders design ethical cultures by aligning formal systems, such as policies, training, and incentives, with informal systems, such as rituals, stories, and heroes. When formal and informal systems align around ethical values, ethical behavior becomes embedded in the culture.



PHOTO BY JOHN NELSON



COURTESY PHOTO

Lt. Gen. Milford H. Beagle, Jr., U.S. Army (Ret.), leads a discussion on leadership principles he lays out in his recently published book, *When the Map Runs Out: Values, Judgement and Clarity in Uncertain Times*, during the Des Moines National Security Forum at the Des Moines Embassy Club West in West Des Moines, Iowa on March 25, 2026.



PHOTO BY LORA MORGAN



COURTESY PHOTO

Trent J. Lythgoe, Ph.D., an associate professor of military leadership and the Fox Conner Chair for Leadership Studies at the U.S. Army Command and General Staff College, leads a discussion on building ethical organizations during the Des Moines National Security Forum at the Des Moines Embassy Club West in West Des Moines, Iowa on April 29, 2026.

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 and board secretary 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



Terry and Joyce Lillis





Distinguished Speaker Series



by Mark H. Wiggins, Managing Editor

THE CGSC FOUNDATION AND ITS SIMONS CENTER HAVE HOSTED TWO LECTURES IN THE DISTINGUISHED SPEAKER SERIES (DSS) IN 2026.

MacArthur and the Campaign for the Philippines

The CGSC Foundation and Alumni Association and its Simons Center hosted a special dinner lecture Feb. 2, 2026, in the atrium of the Lewis and Clark Center on Fort Leavenworth. The guest speaker for the evening was Peter Mansoor, Ph.D., a retired Army colonel, author and frequent media commentator on national security affairs.

Mansoor's presentation focused on his most recent book *Redemption: MacArthur and the Campaign for the Philippines*, a comprehensive military history of the Philippines campaign in WWII, focusing on Gen. MacArthur's return to liberate the islands following his defeat in 1942. The book re-evaluates MacArthur's controversial leadership, balancing his brilliance and strategic success with his egotism.

NATO's Challenges

On April 15, 2026, retired Maj. Gen. William B. Hickman, the former NATO Allied Command Transformation director of strategic plans and policy, conducted a presentation entitled "NATO's Ambitious Agenda and Challenges – Preparing for the Future."

In his presentation Hickman discussed how NATO is at an inflection point in its history. It was built to secure peace, but today it must manage persistent competition in which military, economic and technological tools are integrated and crises now unfold across multiple domains simultaneously. He also discussed how the current NATO secretary general has been speaking about the alliance's unhealthy dependence on the U.S., supporting the U.S. position that NATO members need to contribute more to their own armies.

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.



PHOTOS BY MARK H. WIGGINS

Peter Mansoor, Ph.D., a retired Army colonel, author and frequent media commentator on national security affairs, provides a presentation on his most recent book *Redemption: MacArthur and the Campaign for the Philippines* at a dinner hosted by the CGSC Foundation and Alumni Association, Feb. 2, 2026, in the atrium of the Lewis and Clark Center on Fort Leavenworth, Kansas.

Read the full story and see more photos online:
<https://www.cgscfoundation.org/special-dinner-lecture-260202>



Maj. Gen. (Ret.) William Hickman, a veteran with extensive NATO experience, conducts a presentation and discussion about NATO 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 April 15, 2026.

Read the full story and see more photos online:
<https://www.cgscfoundation.org/dss-260415-nato>



Thank you to the Sponsors of the Distinguished Speaker Series

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SCHOLARSHIP

Foundation announces 2026 Scholarship Program winners

by *Elizabeth Hill*
Assistant Operations Officer

THE COMMAND AND GENERAL STAFF COLLEGE (CGSC) FOUNDATION AND ALUMNI ASSOCIATION ANNOUNCES THE WINNERS OF ITS 2026 COMPETITIVE SCHOLARSHIP PROGRAM.

“The CGSC Foundation has proudly served the U.S. Army Command and General Staff College for 20 years, and we’re honored to continue supporting alumni and their families through the scholarship program,” said CGSC Foundation President and CEO Lora Morgan. “Congratulations to these students, and thank you to their parents and grandparents for being life members of our alumni association.”

High School Recipients



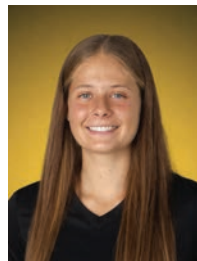
Ian Morgado, a senior at Leavenworth High School in Leavenworth, Kansas, won the \$5,000 Colonel Stephen E. “Brownie” Brown Scholarship. He will graduate in May 2026 and plans on studying history through Yale University’s War and Society program, focusing on how war shapes societies and how society shapes war. Morgado

desires to expand his understanding beyond the tactics and battles of military conflict, emphasizing how war transforms the lives of everyday individuals. History provides Morgado great personal fulfillment, whether he’s building and painting scale models, wargaming with friends, or reading any history book he can get his hands on. He’s also an avid NASCAR fan. Morgado’s alumni sponsor is his father, Col. Andrew Morgado, principal assistant to the dean at The Army University, who is a 2005 graduate of the Command and General Staff Officers Course (CGSOC) at CGSC’s Command and General Staff School (CGSS) and 2006 graduate of the School of Advanced Military Studies (SAMS). He plans to use his \$5,000 scholarship to help pay for room and board.



Saedi Post is a senior at James I. O’Neill High School in Highland Falls, New York. She will graduate in May 2026, and plans on studying mechanical engineering. Post has a passion for STEM, and has always been drawn to problem solving. She enjoys CrossFit, training nearly every day, and hopes to make it to the CrossFit Games someday.

Post’s alumni sponsor is her father, Col. Riley Post, deputy director of the Research and Analysis Center at Fort Leavenworth and graduate of the U.S. Army Command and General Staff College. She plans on using her \$1,000 scholarship to cover school-related expenses.



Mary Rohde is a senior at Catholic Central High School in Steubenville, Ohio. She will graduate in May 2026, and plans on studying nursing, as she enjoys helping people and wants to make an impact on the lives of her community. Rohde is a varsity athlete, secretary of her student council, and serves as a youth advocate for drug and alcohol prevention

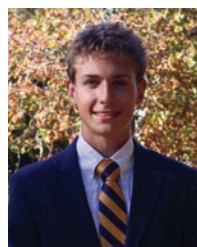
and mental health awareness. She is also a Patient Care Technician at a local hospital. Rohde’s alumni sponsor is her grandfather, Col. (Ret.) Bruce David Brandes, CGSOC alumnus. She plans to use her \$750 scholarship to help pay for books and laboratory fees.



Andrew Doyle is a senior at Fort Campbell High School in Fort Campbell, Kentucky. He will graduate in May 2026, and plans on attending The University of North Carolina Chapel Hill to study finance, eventually earning a Masters of Business Administration in Finance. He has always had an interest in finance and excelled in math, and looks forward to

combining those in a future career. Doyle’s alumni sponsor is his father, Lt. Col. Peter Doyle, a 2018 graduate of the U.S. Army Command and General Staff College. He plans on using his \$500 scholarship to help pay tuition.

College Recipients



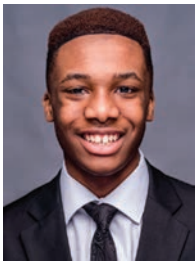
Andrew Rohde attends Ohio State University, where he is studying biochemistry. He plans on attending medical school after earning his undergraduate degree. Andrew runs distance for the Ohio State University Cross Country & Track Team and is involved in the OSU Catholic Medical

Association where he has the opportunity to serve patients at the Wexner Medical Center on a weekly basis. Rohde’s alumni sponsor is his grandfather, Col. (Ret.) Bruce David Brandes, CGSOC alumnus. He plans to use his \$1,000 scholarship to help pay for books and expenses.



Melanie Libby studies Strategic Communication at the University of Missouri School of Journalism, with a minor in Environmental Science and a certificate in multicultural studies. She is part of the Public Relations Student Society of America where she creates digital marketing campaigns for local non-profits. She also volunteers in

her community, including the Central Missouri Humane Society. Libby’s alumni sponsor is her father, Lt. Col. (Ret.) Mark Libby, a 2008 graduate of the U.S. Army Command and General Staff College. She plans to use her \$750 scholarship for books and room and board.



Brian Williams attends The Pennsylvania State University, where he studies Computer Engineering with a focus on cybersecurity and hardware security. His goal is to contribute to securing critical systems and infrastructure, and he is especially interested in national and global security. He also enjoys building and modifying cars, which allows him to

explore hands-on mechanical and technical skills. Williams’ alumni sponsor is his father, Maj. Brandon Williams, a

2025 graduate of the U.S. Army Command and General Staff College. He plans to use his \$500 scholarship on tuition, textbooks, and other academic expenses.

Information for the 2027 program

The CGSC Foundation’s scholarship program is open to high school seniors who will begin their college studies in the next fall and for undergraduate college students returning to school. Applicants must be immediate family members (children, grandchildren and spouses) of a life member of the CGSC Foundation’s Alumni Association.

The top scholarship for high school applicants in the program is the Colonel Stephen E. “Brownie” Brown Scholarship named in honor of a U.S. Marine officer who retired from active duty in February 2009 and became an instructor at the U.S. Army Command and General Staff College in 2010. His network of lifelong friends approached the CGSC Foundation to establish the scholarship in Brown’s name to honor his lifetime of service and their friendship.

The CGSC Foundation welcomes donors who may not have eligible relatives but wish to support the scholarship program. Interested persons can support the scholarship program by visiting www.cgscfoundation.org/donate.

The CGSC Foundation will announce details about the 2027 scholarship program in fall 2026. 🇺🇸



Read the story online and learn more:

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



PHOTOFLASH

Foundation supports third annual international military family event

Local entertainment hub Zona Rosa turned into a global meeting ground on Feb. 1, 2026, as 248 International Military Students (IMS) and their families gathered at the Main Event for a “Welcome Back” celebration hosted by the CGSC Foundation.

The event marked the return of officers to the academic year 2026 Command and General Staff Officers’ Course (CGSOC) following their winter break. Representing five continents, from 82 nations, the students and their families spent the afternoon building international camaraderie through bowling, laser tag, high-ropes challenges and fellowship with their peers and families.

CGSC Foundation President and CEO Lora Morgan thanks John Wagner, who is also a member of the Arter-Rowland National Security Forum, for his generous support of the International Military Students and their families, which made this event possible.



PHOTOS BY DAVID BORN/CGSC INTERNATIONAL MILITARY STUDENT DIVISION (IMS/D)



Read the story online and learn more:

<https://www.cgscfoundation.org/ims-family-fun-260201>



The genesis of Australian field grade officer education at Fort Leavenworth



by Major Brett Watson, Australian Army
CGSOC Class of 2026 and Art of War Scholar

I RECENTLY TOOK MY FATHER-IN-LAW ON A TOUR OF THE LEWIS AND CLARK CENTER, AND HE INQUIRED ABOUT THE FIRST AUSTRALIANS TO BE EDUCATED AT FORT LEAVENWORTH. I did not have an answer and that was the catalyst for my investigation.

The plaques on the third-floor of the Lewis and Clark Center list the names of the international officers to graduate from the U.S. Army Command and General Staff College (CGSC) dating back to 1969. They include the names of many fine Australians who have attended this institution – but they weren't the first. Majors Stanley Eskell and Ernest McNamara share a place in history as the first Australian Army officers to graduate from CGSC. The Australian Army celebrates 125 years of service this year. Central to honoring this history of service is to tell the Army's story, including the unknown and the obscure.

The course that Eskell and McNamara attended was shaped by World War II. The need for large numbers of general staff officers during WWII necessarily altered the duration, offerings, class size, and focus of the wartime curriculum. More specialized classes were taught to increasingly larger class sizes. By early 1944, students from army ground forces, army air forces, and army service forces were instructed separately but as part of one large class; the General Staff Course. Ground forces students were then divided up based on background or potential future assignment. These courses graduated more than 16,000 students from 1941 to 1946.

Why these two officers were selected to attend CGSC at Fort Leavenworth is unknown, but several factors likely contributed. While posted to Headquarters, New Guinea Force, McNamara served as liaison officer to the U.S. 41st Infantry Division in early 1943 as it operated in northern New Guinea. His obituary reports that he received a letter of commendation from the commanding general, Maj. Gen. Fuller. This experience, which reflected early cooperation between Australian and U.S. forces, along with the award of a "Mention in Dispatches" (a form of recognition for service members who have performed commendable or distinguished service in operations), may have been the catalyst. Similarly, Eskell served in proximity to U.S. forces in the New Guinea area of operations and also earned



A post-war portrait of
Stanley Eskell

NEW SOUTH WALES PARLIAMENT ONLINE RECORDS



A post-war portrait of
Ernest McNamara

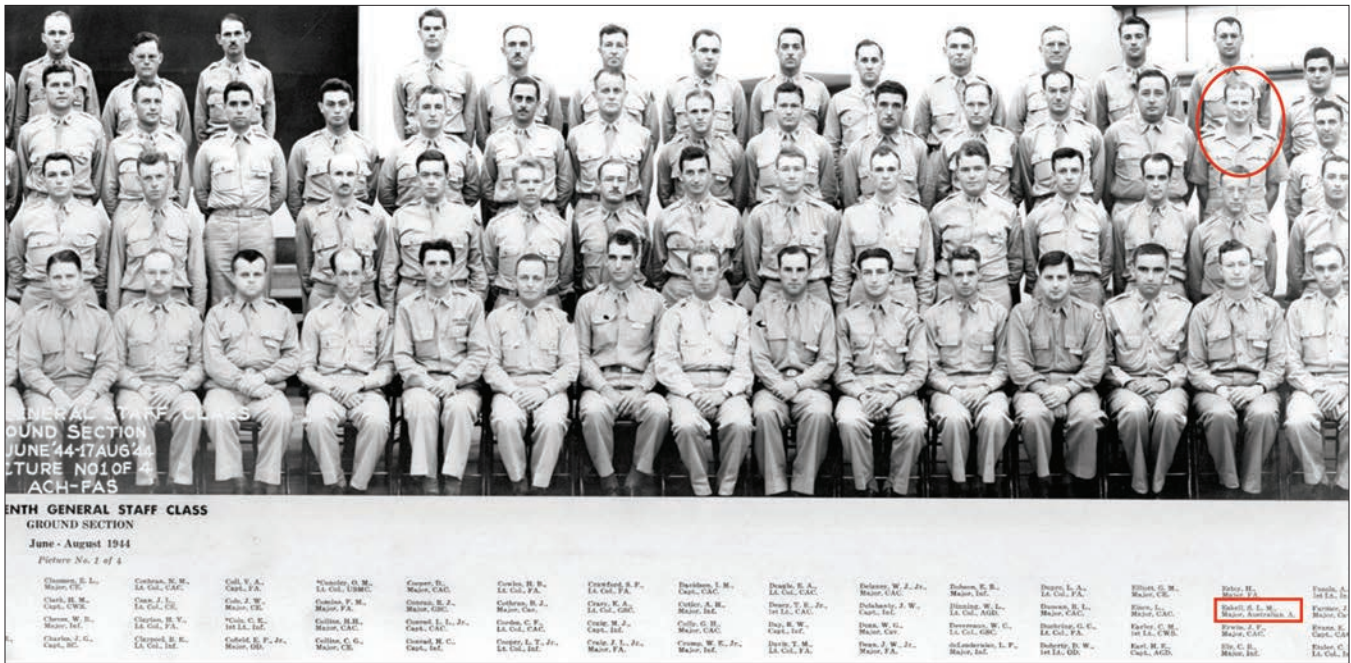
SOURCE: FROM THE OBITUARY WRITTEN BY HIS SON

a "Mentioned in Dispatches."

Thanks to the efforts of archivists at the Ike Skelton Combined Arms Research Library (CARL) at Fort Leavenworth, I was able to determine that the two majors were members of the 19th and 20th General Staff Classes respectively. Both completed the Ground Forces Section course in the second half of 1944. Eskell attended the 19th General Staff Class from June 12 to Aug. 17, 1944. Listed as an infantry officer, he completed the Ground Forces Course, and graduated with a rating of "Very Satisfactory." McNamara attended the 20th General Staff Class from Aug. 21 to Oct. 26, 1944. Listed as an infantry officer, he completed the Ground Forces Course and graduated with a rating of "Excellent."

The environs and academic life of Fort Leavenworth must surely have come as a shock compared with the harsh realities of jungle warfighting in New Guinea. It must also have been a welcome respite, but not for long. Shortly after graduation, McNamara was back in the Pacific, and Eskell was serving on the Australian Military Mission in Washington, D.C. McNamara would go on to have a long career in the military, retire as a brigadier, and receive several honors and awards. This included being made a Member of the Order of Australia (AM) on the Queen's Birthday Honours List in 1983. Eskell found a degree of fame in politics in the Australian state of New South Wales.

To date, 117 Australians have graduated from CGSC. Two are members of the International Hall of Fame,



Above: Maj. Stanley Eskell, circled in red, with his CGSC class - the Nineteenth General Staff Class - conducted from June 12 - Aug. 17, 1944.
Below: Maj. Ernest McNamara, circled in red, with his CGSC class - the Twentieth General Staff Class - conducted from Aug. 21 - Oct. 26, 1944.



including Lt. Gen. Gregory Bilton (CGSOC Class of 1999) who was inducted in 2025. The torch is currently carried by Maj. Lachlan Joseph, SAMS Class of 2026, myself – Maj. Brett Watson, CGSOC Class of 2026 and member of the Art of War Scholars program – and Lt. Col. Sam Short, an instructor in CGSC’s Department of Joint, Interagency and Multinational Operations. This tradition will continue into 2027. Thus continues the long line of Australian field grade officers who journey across the Pacific to receive graduate-level instruction in the U.S. Army’s approach to

warfighting and leadership. While at Fort Leavenworth, alliances are forged in personal relationships and sustained through professional military education. – *Ubique*.



Author’s Note: With thanks to David Bornn (International Military Student Division), Wesley McVicker (CARL Archives), Brigadier Philip McNamara (son of Ernest McNamara), and Peter Bruce (Royal Australian Artillery Historical Company). It is also important to credit the three members of the Royal Australian Air Force (RAAF) who also attended Fort Leavenworth in 1944, but they are not the focus of this article.

PHOTOS FROM THE CARL ARCHIVES

Alumni Updates

News from CGSC alumni around the globe



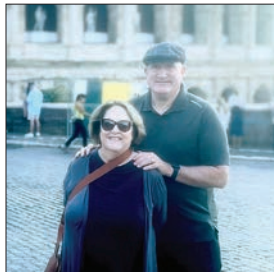
**Maj. (Ret.) Andre Mpika, Zaire
- CGSOC 1974**

I just turned 82 years old on Feb. 18, 2026. After my retirement as Ranger Airborne staff officer at the Headquarters of the Zaire Armed forces, I returned to the U.S. in 1994, worked as Master Security Supervisor before returning to school to graduate from ITT Tech in Atlanta, Ga., in the field of Computer Electronic Engineering Technology. I became a U.S. Citizen in 2008. I still reside in Decatur, Ga., with my same spouse who still wears the same 1974 CGSC class ring as I do. I hope to hear from any of my classmates.



**Col. (USAF Ret.) Glen Downing
- CGSOC 2004, SAMS 2005**

I started a new position as Associate Professor of Social Science in the AMSP program at the U.S. Army School of Advanced Military Studies.



**Col. (Ret.)/SES (Ret.) Mike Galloucis
- CAS3 1987, CGSOC 1994**

I served 30 years on active duty and commanded a brigade task force in Iraq for 15 months during Operation Iraqi Freedom in 2006-07, and later was an SES at the U.S. Department of Veterans Affairs for 11 years. I recently retired from the Robert M. Gates Global Policy Center where I served as the VP/Director of Strategic Communication for four years. Therese, my wife of 37 years, is a retired Army dentist and also a CGSOC graduate. We are proud grandparents and have recently been traveling domestically and overseas.



**Lt. Col. (Ret.) Demetrius Brooks
- CGSOC 2007**

I have been promoted to Supervisory Logistics Lead (NHIV) at the U.S. Army's Capability Program Executive Simulation, Training, Test and Threat (CPE ST3), International Program Office, in Orlando, Fla.



**Lt. Col. (Ret.) Peter Grande
- CAS3 1990, CGSOC 1994**

I was selected to receive the American Correctional Association's highest award: the E.R. Cass Correctional Achievement Award. The award ceremony will be in July 2026 during the ACA 156th Congress of Correction in Pittsburgh. Only two other military officers have received this international award, and both were Army Military Police Officers and CGSOC graduates: Maj. Gen. (Ret.) Mark S. Inch and Lt. Col. David K. Haasenritter.

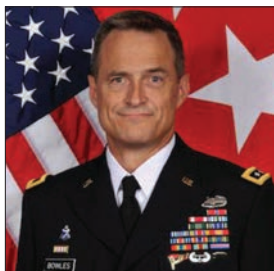
Col. (Ret.) Seth Knazovich - CAS3, CGSOC 2009

I served 30 years with Army, NATO and Special Operations units. After CGSC I later participated in an Army War College Fellowship, Fletcher School of Law and Diplomacy, at Tufts University.



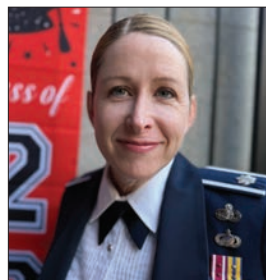
**Lt. Col. (Ret.) Adam DiGaudio -
CGSOC 2012**

I recently joined the City Manager's Office in Fayetteville, North Carolina as an Intergovernmental Military Manager, responsible for the city's relationship, partnership, and agreements with the Fort Bragg military installation.



**Maj. Gen. (Ret.) Tripp Bowles -
CAS3 & CGSOC 1990's, USAWC 2010**

CGSC coursework proved invaluable to both my civilian and military endeavors. I eventually went on to command the 80th Training Command where I really learned how important the mission is to national security, as we taught thousands of majors all over the country each year...their education must never fail. Now working solely in the civilian world on Wall Street for one of the large international banks where my team manages funds for mostly institutional clients.



**Lt. Col. (USAF) Faith Eudy
- CGSOC 2017**

I was selected for a military detail at the Office of Management and Budget, Executive Office of the President. Began the detail Jan. 26, 2026 and will remain through the year serving as a Program Examiner for nuclear delivery systems and critical munitions, two of the administration's highest priorities.



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

I was recently elected to the position of Board Secretary of the Midwest Veterans Biomedical Research Foundation (MVBRF) Board of Directors. The MVBRF supports research and education activities conducted by the VA Medical Centers in Kansas City, Mo., and throughout Kansas.

PHOTOS COURTESY SUBMITTING PERSONS

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

Nov 1, 2025 - April 30, 2026

Col. Geoff Bailey

Lt. Gen. James P. Eisenhower III

Lt. Col. Christopher Pendleton

Col. (Ret.) Julia Bell

Lt. Col. (Ret.) James Joustra

Lt. Col. Jonathan Petry

Col. (Ret.) Fred Berger

Lt. Col. Joel Kassulke

Lt. Col. Shane Phillips

Col. (Ret.) Neal H. Bralley

Maj. Thomas Lewis

Col. (Ret.) James P. Pottorff Jr.

Col. (Ret.) Jacob Michael Brown

Maj. Joseph Librande

Lt. Col. (Ret.) Jennifer Pritzker

Maj. Jon Butler

Dr. Andrew Lohman

Lt. Col. James Rosebery

Maj. Jeffrey Crispin

Lt. Col. Aimee Mack

Lt. Col. (Ret.) David Seigel

Col. (Ret.) Dennis Dietz

Lt. Col. (Ret.) Thomas Mason

Col. (Ret.) Fred Snyder

Lt. Col. Steven Eaton

Col. (Ret.) Donald McGuirk

Mr. Travis Tucker

Mr. Cliff Erwin

Lt. Col. Zachary Mundell

Lt. Col. (Ret.) Dallas Van Hoose

Col. (Ret.) Michael Greenberg

Col. (Ret.) Joseph Neurauter

Lt. Col. (Ret.) Neville Vanderburg

Maj. (Ret.) William Hammac

Maj. Kay Magdalena Nissen

Mr. Theodore Williams

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:

- **Brig. Gen. (Ret.) Robert D. Kerr (CGSC '76) IHO Brig. Gen. (Ret.) Bernie Negrete**
- **Dr. Jeffrey B. Kramer, M.D. (NSRT '23, ARNSF Member) 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:

- **Lt. Gen. (Ret.) Dennis L. Benchoff (CGSC '73) IMO Gen. Maxwell Thurman (CGSC '67)**
- **Lt. Col. Daniel J. Hanks (CGSC 2016) IMO Col. (Ret.) Charles H. Edwards**
- **Prof. William Jannace IMO Pvt. 1st Class Frank T. Rubino**
- **Lt. Col. (Ret.) Walter Kretchik, Ph.D. (CGSC '91, SAMS '92) IMO Lt. Col. (Ret.) Pete Schifferle, Ph.D. (SAMS '94) and his wife Sandra**
- **Ms. Barbara Koval Nelson IMO Bill Nelson**
- **1st Lt. & Hon. Robert L. Serra (retired Kansas District Judge and Founding Trustee of the CGSC Foundation) IMO his father, Gaetano (Tom) Serra (WWII veteran)**
- **Col. (Ret.) John J. Strange (Former CGSC Faculty) IMO Gen. (Ret.) Gordon Sullivan (CGSC '69; CGSC Deputy Commandant from March 1987-July 1988, Founding Trustee of the CGSC Foundation)**



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, part of this important program:

- **Maj. Kelly Riegleman**
- **Dr. Stephen D. Coats, Ph.D.**
- **Lt. Col. (Ret.) Timothy McKane**

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

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



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

As you fill out the form, indicate in the comments block how you wish to characterize your donation. If you send a check please include an explanatory note.

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



Former vice chair dies at 75

JOHN HAMILTON ROBINSON, JR., 75, OF MISSION HILLS, KANSAS DIED DEC. 14, 2025.

Robinson served as a CGSC Foundation trustee from 2011-2017, and as the Foundation’s 1st Vice Chair from 2018-2020. He also volunteered to be a senior advisor to the Foundation from 2023-2024.

At the time of his retirement from the CGSC Foundation board in 2020, then Foundation President/CEO Rod Cox said, “He is not only a person of great stature in the business community, he is also a man of great integrity, a great mentor and friend. His patriotism and respect for the men and women who serve our country always was in the forethought of his actions.”

Robinson was a fourth-generation alumnus of the University of Kansas, where he earned both his bachelor’s and master’s degrees in civil engineering. He was also a graduate of the Harvard Business School Owner/President Management Program.

He spent the majority of his career at Black & Veatch,

ultimately serving as managing partner. During some of those years, he and his family lived abroad, an experience that shaped their lives and broadened their perspectives. During his tenure as Foundation trustee he said his international experiences gave him an appreciation for military service members and his time with the CGSC Foundation gave him the opportunity to demonstrate that respect and admiration.



PHOTO BY MARK H. WIGGINS

According to his family’s obituary, Robinson faced the challenges of Alzheimer’s disease with the same grace and dignity that marked his life, surrounded by the love of those who held him dear. Kyle, his bride of nearly 54 years, was there to guide him with an amazing kindness and an unwavering faith.

Robinson is survived by his wife, Kyle; his children, John (Monica), Katie, and Meg (Joe); and five grandsons. He was preceded in death by his parents, Jack and Patricia Robinson.

The Robinson family conducted a Celebration of Life and reception at Christ Community Church in Kansas City on Feb. 7, 2026. 🕊️

Founding trustee, tireless veteran advocate dies at 79

ARTHUR EDWARD FILLMORE II PASSED AWAY ON SUNDAY, FEBRUARY 22, 2026, AT THE AGE OF 79. He was a founding trustee of the CGSC Foundation and served on the board of trustees for multiple terms from 2007-2011.

Fillmore was born in Wichita, Kansas, on August 25, 1946, to Arthur Fillmore and Gloria Johnston Fillmore. He grew up in Kirkwood, Missouri, and graduated from Kirkwood High School in 1964. He went on to attend the University of Missouri–Columbia, where he was a dedicated member of Sigma Alpha Epsilon and graduated in 1968.

Following his graduation, Fillmore entered the U.S. Army. He served as a 2nd lieutenant forward observer with the 25th Infantry Division in Vietnam from 1969 to 1970 and was later stationed in Germany with a NATO unit before being honorably discharged as a captain. His military service profoundly shaped his life’s work. He became a tireless advocate for veterans, founding Stand Down Kansas City in 1992 and playing a pivotal role in bringing the Vietnam Veterans Memorial to the city. His commitment to supporting veterans continued with his efforts to help build St. Michael’s Veterans Center, further cementing his legacy of service.

After returning from military service, Fillmore attended the University of Missouri School of Law, graduating in 1975. He began his legal career at Gage and Tucker, bringing his then wife, Susan, and their son Brent to Kansas City. Later, Scott and Julie were born.

Fillmore’s list of honors and awards is extensive. Highlights include two Purple Hearts, multiple Bronze Stars, several Air Medals, the Vietnam Campaign Ribbon with three campaign stars, the KCAUSA Roger Donlon Patriot Award, and induction into the U.S. Army Artillery OCS Hall of Fame. He was also honored as a “Persevering Advocate” by Nonprofit Connect in 2023.

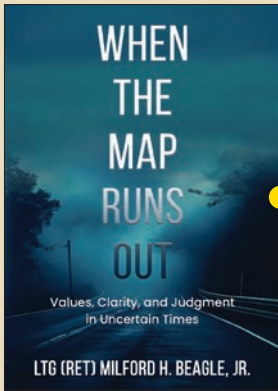


COURTESY PHOTO

Fillmore was preceded in death by his parents, Arthur Fillmore and Gloria Miller. He is survived by his three children: Brent Fillmore; Scott Fillmore and his wife, Ashley, and their children Julia, Davis, and Harrison; Julie Schrader and her husband, Jonathon, and their sons Jack, Bennett, and Hayes; and his sister, Terry, and her husband, Joe Weston, and their son, Clay Weston and his family.

Fillmore will be remembered for his unwavering dedication to service, his generous spirit, and the deep love he held for his family. His legacy lives on in the countless lives he touched and the community he worked so tirelessly to uplift. A Celebration of Life will be conducted on what would have been his 80th birthday, August 25, 2026. Additional details will be shared closer to the date.

In lieu of flowers, please consider a donation to St. Michael’s Veterans Center at smvets.org. 🕊️

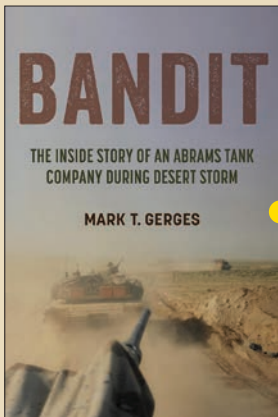


When the Map Runs Out: Values, Judgment, and Clarity in Uncertain Times

by Milford H. Beagle, Jr.; 126 pages; Alexander Publishing Group, 2025. Available on giftshop.cgscfoundation.org (hardcover - \$24), amazon.com (hardcover - \$23; paperback - \$14; Kindle - \$10), and barnesandnoble.com (hardcover - \$24; paperback - \$15; eBook - \$10).

Frameworks and strategies help leaders move, but when the terrain changes, they can't help them believe. In today's world of shifting data and constant disruption, the map no longer matches the ground. That's when the compass matters most. Drawing on 35 years of military command and organizational leadership, retired Lt. Gen. Milford H. Beagle, Jr., outlines how leaders can navigate beyond process through the enduring disciplines of values, judgment, and clarity. He shows us how leadership is personal before it is procedural, and what leaders should do when the map runs out. – Great leaders don't freeze or follow the blue dot, they become the compass their teams can trust.

Retired Lt. Gen. Milford H. Beagle, Jr., has dedicated more than 35 years to leading, teaching, and developing people and organizations. Beagle culminated his military career as the commanding general of the U.S. Army Combined Arms Center and Fort Leavenworth and commandant of the U.S. Army Command and General Staff College. He is now an author, speaker, and leadership advisor who helps organizations and individuals navigate complexity with clarity, character, and purpose.

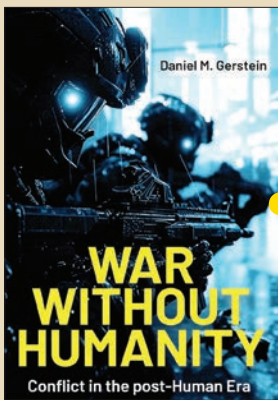


Bandit: The Inside Story of an Abrams Tank Company during Desert Storm

by Mark T. Gerges; 328 pages; University Press of Kentucky, 2026. Available on giftshop.cgscfoundation.org (hardcover - \$40), amazon.com (hardcover - \$40; Kindle - \$38), and barnesandnoble.com (hardcover - \$40; eBook - \$40).

Bravo Company, 2nd Battalion, 70th Armor Regiment, 1st Armored Division – better known as “Bandit” – was one of nearly two hundred American armor and infantry companies that were called to fight in the first Gulf War. Author Mark T. Gerges, Bandit's commander at the time, recounts the company's pre-Gulf War stationing in Germany, the unit's unexpected deployment to Saudi Arabia, and subsequent combat in Iraq. *Bandit* features a firsthand account of the Battle of Medina Ridge, the largest U.S. tank battle since World War II, and uses journals, letters, and military orders to present a full snapshot of one unit during Desert Storm. Through interviews with Soldiers and spouses, Gerges provides an all-encompassing view of the operation, including the costs to those at home.

Mark T. Gerges is a historian with the U.S. Army Command and General Staff College and a former history professor at the U.S. Military Academy. He served twenty years on active duty as an armor officer and commanded Bandit during Operation Desert Storm. His research areas include maneuver warfare in the Napoleonic era, the European theater in World War II, and Desert Storm.



War Without Humanity: Conflict in the Post-Human Era

by Daniel M. Gerstein; 336 pages; Casemate, 2026. Available on amazon.com (paperback - \$20; Kindle - \$14) and barnesandnoble.com (paperback - \$23; eBook - \$14).

War Without Humanity: Conflict in the post-Human Era is a fictional account of war on the Latvia-Russia border in 2039, where a U.S. Army platoon holds the defensive line. In the dead of night, the forward squad of humanoid robots suddenly disobeys orders and launches a cross-border attack. Watching through his brain-computer interface, the platoon leader can only stare in horror as events spiral too quickly for him to react. Has his unit just triggered World War III? As war moves into uncharted territory with AI and biotechnology, and machines acting on their own, one soldier must confront a chilling question: can humanity survive its own evolution?

Daniel M. Gerstein, Ph.D., has broad experience across the security and defense sectors, serving in government, the military, think tanks, industry, and academia. He was acting Under Secretary and Deputy Under Secretary in the Department of Homeland Security's Science and Technology Directorate (2011–2014) and participated in the Bosnia-Herzegovina peace negotiations. He is an adjunct professor at American University in Washington, D.C., and George Mason University and has authored eight nonfiction books on national security topics. A U.S. Military Academy graduate, he holds master's degrees from Georgia Tech, the National Defense University, and the U.S. Army Command and General Staff College (CGSOC Class of 1992), as well as a doctorate in biodefense from George Mason University.



Redemption: MacArthur and the Campaign for the Philippines

by Peter R. Mansoor; 600 pages; Cambridge University Press, 2025. Available on amazon.com (hardcover - \$35; Kindle - \$12) and barnesandnoble.com (hardcover - \$35; eBook - \$35).

Redemption is a sweeping new history of the largest and costliest campaign waged by U.S. armed forces during the Pacific War. Peter Mansoor surveys the course of the Philippines campaign, from the Japanese invasion and the Filipino guerrilla operations which contested occupation to the U.S. Army's return to Leyte and the subsequent battles of liberation. Central to the book is a re-evaluation of the leadership of General Douglas MacArthur, one of the most controversial military commanders in U.S. history.

Peter R. Mansoor, Ph.D., is a retired U.S. Army colonel and the General Raymond E. Mason Jr. Chair of Military History at The Ohio State University. A 1982 distinguished graduate of the U.S. Military Academy and a 1995 graduate of the U.S. Army Command and General Staff College, Mansoor served in a variety of command and staff positions in the United States, Europe, and the Middle East during his military career. His previous books include “The GI Offensive in Europe: The Triumph of American Infantry Divisions, 1941–1945,” which won the distinguished book award from both the Society for Military History and the Army Historical Society.



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the horizon of a battalion-level infantry officer and
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warfare.*

– Gen. Colin L. Powell, Class of 1968



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