INSIDE
This Edition:

Annual Report 2007
Q&A with the Commandant
Honoring the Marshall Legacy
A Look at ‘CGSC South’
In Memoriam
Corporate Spotlight on TriWest Healthcare Alliance

The epitome of “Soldier-Statesman”—2008 marks the 100th anniversary of Gen. George C. Marshall’s graduation from CGSC ... page 10
IDIQ Contracting
General Construction
Roofing
HVAC
Security Systems
Anti-Terrorism/Force Protection
Personal Security
Translation Equipment

Supporting the US Army
From the Ground Up

P (888) 287-3345   F (888) 208-4829
www.ranger-group.com
Our Foundation celebrated its second anniversary on Feb. 13, 2008, and we have already created significant milestones.

Our Board of Trustees has grown to 60 trustees—carefully designed to benefit from a mix of 50 percent military and 50 percent community executives and leaders. This dedicated group helped design the evolving infrastructure, set it sights on a $10 million fund raising campaign, and made numerous contributions to support the margin of excellence for the Command and General Staff College.

The CGSC Foundation is aggressively growing and we are committed to supporting the College and its core mission of educating leaders for the challenges of the 21st century. We want to expand our financial support of its initiatives and plans to educate the next great Soldier-Statesman such as George Marshall, Dwight Eisenhower or Colin Powell.

Last August we were delighted to announce the creation of an academic chair and lecture series in the name of retired four-star general and former U.S. Secretary of State, Colin L. Powell. And we were excited to announce in February 2008, the first major gift to endow the lecture series. David McIntyre, President and CEO of TriWest Healthcare Alliance, announced their $550,000 gift to the Colin L. Powell lecture series. The business community knows the importance of leadership and educating the leaders of our Army, as well as the international military students. Each year about 90 international officers from 75 countries attend the CGSC officer course; in addition to the formal program, they get to see America and our Army first hand.

Moving into our third year, our Foundation will begin to invite many more military and civic leaders to join with us to fund the Colin Powell chair and expand educational efforts. We are planning more National Security Roundtable events at Fort Leavenworth to showcase the college, leadership and opportunities to donate time and treasure. If you want to make a difference and help build a more secure nation, use our website at www.cgscfoundation.org to contact us.

The CGSC Foundation is aggressively growing and we are committed to supporting the College and its core mission of educating leaders for the challenges of the 21st century.

Tom Holcom
President
Our Vision
The CGSC Foundation’s vision is to become a supporting organization that is widely recognized as the national leader in membership, programs, innovation, and support to the U.S. Army Command and General Staff College to advance its core mission of educating leaders for the challenges of the 21st century.

Our Mission
The mission of the CGSC Foundation is to support CGSC in educating leaders for the 21st century in the following six mission areas:

• Enrich the College’s academic environment
• Foster a strong relationship between the military and the private sector
• Enhance the institution’s research activities
• Promote leader development
• Encourage excellence in the faculty and student body
• Maintain contact with alumni

Officers
Chairman: Lt. Gen. (USA Ret.) Robert A. Arter, Civilian Aide to the Secretary of the Army [KS]
Vice Chairman: Maj. Gen. (USA Ret.) Raymond D. Barrett, Jr., Vice President, HNTB Corporation [MO]
President: Mr. Thomas H. Holcomb, President, Military Banking Division, Mid Country Bank, [MO]
Vice President: Mr. Hyrum W. Smith, President/CEO of the Galileo Initiative [UT]
Secretary: Col. (USA Ret.) Robert R. Ulin, CEO, CGSCF and Kansas State President, AUSA [KS]
Treasurer: Ms. Kathleen Dodson Macaulay, Chair/CEO, Dodson Group Holding Co. [MO]
General Counsel: Col. (USA Ret.) Willard B. Snyder, President, Real Estate Corporation, Inc. [KS]

Board of Trustees
Mr. David G. Beahm, President, Faultless Starch/Bon Ami [MO]
Ms. Polly P. Brunthardt, Co-Owner, PLB Leasing Company [KS]
Dr. Scott C. Bublin, President/CEO, Mobile Reasoning [KS]
Dr. Beverley Byars-Peavitt, President, Park University [MO]
Brig. Gen. (USA Ret.) Stanley Charron, Vice President, Cubic Applications, Inc. [KS]
Mr. Stuart Cooke, President, Cooke Development [NC]
Col. (USA Ret.) Thomas A. Dias, President, Armed Forces Insurance [KS]
Mr. John A. Dillingham, President, Dillingham Enterprises [MO]
Col. (USA Ret.) Roger H. Donlon, Medal of Honor Recipient [KS]
Mr. Robert P. Dunn, Vice President, JE Dunn Construction [MO]
Col. (USA Ret.) William Eckhardt, Professor, University of Missouri Kansas City [MO]
Mr. Charles E. Emrick, Jr., former Senior Partner, Callie, Halter & Griswold [OH]
Mr. Bert Exum, Owner/President, Harrellson Corporation [NC]
Mr. Arthur F. Fillmore, Partner, Levy & Craig law firm [MO]
Lt. Gen. (USA Ret.) Robert H. Forman, former Deputy Commandant, CGSC [KS]
Mr. Donald C. Giles, President/CEO, Armed Forces Bank [KS]
Col. (USA Ret.) Sherwood “Woody” Goldberg, Civilian Aide to the Secretary of the Army [Wash. DC]
Mr. Robert S. Grant, Senior VP, Greater Kansas City Chamber of Commerce [MO]
Mr. David W. Hays, Spec Asst, General Hugh Shelton Leadership Initiative [NC]
Maj. Gen. (USA Ret.) Patricia R. Hickerson, Vice President, CH2M HILL [Wash DC]
Mr. Michael D. Hodleay, Partner, Spencer Fane Britt & Browne, LLP [MO]
Lt. Col. (USA Ret.) Philip G. Humble, Vice President/General Manager, Superior Lexus [MO]
Lt. Gen. (USA Ret.) Joseph R. Inge, former Deputy Commandant, CGSC [VA]
Mr. T. Hale Johnston, President, Employers Insurance Group [CA]
Mr. Mark “Ranger” Jones, President/CEO, The Ranger Group [VA]
Lt. Gen. (USA Ret.) Richard F. Keller, Former Chief of Staff US European Command [KS]
Mr. Crosby Kamper, III, Chief Executive, Kansas City Library [KS]
Amb. (Ret.) David F. Lambertson, former U.S. Ambassador to Thailand [KS]
Mr. Emmett W. MacCorkle, President, MacCorkle Insurance [CA]
Hon. Carol Marinovich, Partner & Sr VP, Fleshman-Hillard, Inc. [MO]
Amb. (Ret.) Edward Marks, Independent Consultant, BCTP Senior Observer [Wash DC]
Mr. Chuck Matheny, Vice President, The Ranger Group [AL]
Gen. (USA Ret.) Barry R. McCaffrey, President/CEO, McCaffrey & Associates [VA]
Lt. Gen. (Ret.) John E. Miller, former Deputy Commandant and Commandant, CGSC [MO]
Lt. Gen. (USA Ret.) Thomas M. Montgomery, Senior Fellow, Joint Forces Staff College [CO]
Lt. Gen. (USA Ret.) Jack P. Nix, Jr., President/CEO, JE Dunn Construction [MO]
Lt. Gen. (USA Ret.) David H. Ohle, Vice President, Computer Sciences Corporation [VA]
Mr. Jerome H. Reilly, President/CEO, Reilly and Sons Insurance [KS]
Mr. Edward R. Rensi, Chairman, Team Rensi Motor Sports [IL]
Gen. (USA Ret.) William R. Richardson, Consultant, Burdeshaw Associates [VA]
Gen. (USA Ret.) Robert W. RisCassi, Senior Vice President, L-3 Communications [VA]
Mr. Landon H. Rowland, Chairman Emeritus, Janus Capital Group [MO]
Lt. Gen. (USA Ret.) Jerry R. Rutherford, COO, Spencer Fane Britt & Browne, LLP [KS]
Judge Robert L. Serra, 29th Judicial District, Wyandotte County [KS]
Dr. Richard P. Siemer, former Exec VP for Finance & Administration, University of Kentucky, KY
Dr. James L. Spigarelli, President/CEO, Midwest Research Institute [MO]
Maj. Gen. (USA Ret.) Lynn H. Stevens, Chairman, Board of Commissioners, Blanding [UT]
Gen. (USA Ret.) Gordon R. Sullivan, President, Association of the United States Army [VA]
Mr. Paul J. Thompson, President and CEO, Country Club Bank [MO]
Gen. (USA Ret.) Carl E. Vuono, President, L-3 Government Services Group and MPRI [VA]
Brig. Gen. (USA Ret.) William A. West, President, William West Consulting [KS]
Mr. Eugene R. Wilson, Senior Advisor, Council on Foundations [KS]

Note: [ ] is the state of residence
Features

From the President .................. 3
CEO’s Corner .................... 6
Q&A with the Commandant .......... 8
Honoring the Marshall Legacy ......10
International Officer Class maintains ties for 30 years .......... 13
Foundation sponsors first National Security Roundtable at CGSC .....14
CGSC, KSU consider degree program in homeland security studies ....15
CGSC Foundation Annual Report 2007 .................. 17
Board of Trustees meet, TriWest donates $550K to Powell Lecture Series .. 22
KC Library Special Events Program . 23
CGSCF and DACOR bring distinguished professor to CGSC .......... 25
SECARMY announces new education program for wounded warriors . 26
A look at ‘CGSC South’—Fort Gordon’s Satellite Campus for ILE .... 28
First Birrer-Brookes Award presented for best MMAS Thesis .......... 30
In Memoriam ..................... 33
Corporate Spotlight- TriWest Healthcare Alliance .......... 34

ON THE COVER
General George C. Marshall, five-star General of the Army—CGSC recognizes and honors Marshall’s legacy as a true Soldier-Statesman in the 100-year anniversary of his graduation from CGSC. Photo courtesy the George C. Marshall Foundation Archives, Lexington, Va.

FROM THE EDITORS
It’s our pleasure to bring you this fourth edition of the CGSC Foundation News. Much has happened since our annual report edition in 2006 and already the 2007 Annual Report edition is upon us. In this edition we celebrate the legacy of Gen. George C. Marshall and highlight some of the many activities and successes the foundation has had in supporting the College. As always, we hope you enjoy the magazine and continue to support us as we assist the College in preparing leaders for the 21st Century.
I’m going to take some additional space in this issue to make the case for the necessity of this foundation. One question that comes to mind for some donors is “Why does a government supported college need a foundation?” That’s a fair question that deserves an answer. As most of you know public universities are also government supported. I was surprised to find out that Kansas State University only receives 26 percent of its budget from the state and must raise the remainder through tuition, grants, and alumni. Clearly, CGSC is not in that position. I suspect that CGSC receives most of what it needs to provide a good baseline of support. It’s the level and sustainability of that baseline that should concern us.

Our core function is to provide the margin of excellence for the programs and activities at the U.S. Army Command and General Staff College beyond that provided for by government funding. To do this we provide funds to attract distinguished visiting professors from top universities to contribute their expertise to our faculty and students. We provide support for awards for excellence in scholarship, teaching and research and we support conferences, seminars and symposia to help advance the study of military art and science. We also contribute to the outreach activities of CGSC to inform the public of the roles, mission and responsibilities of the college to the Army and the nation. And, we help the college in areas not supported by appropriated funds but essential to establish and maintain the academic excellence and rigor required of any top academic institution. We do all of this for one reason: to ensure the best possible education for the leaders of the sons and daughters of our great nation so they may prevail on the complex battlefields of the 21st century and beyond.

Way back in 1969 some thoughtful folks at the Army War College and at the Naval War College decided they needed a more predictable source of revenue for their respective schools to help them through the lean times. They formed nonprofit foundations that have now matured and are providing tremendous additional support to help their schools develop and maintain excellence in their faculty, programs, and activities. I’m not sure why our predecessors at CGSC did not foresee this need back in 1969 but as we look to the future we realize that the end of the current conflict will probably result in significant funding reductions. Clearly, the budget cutters are sharpening their axe and once again the Army school system may well become a bill-payer because of the need to modernize and refit the force. If we are to preserve and sustain the quality programs at CGSC and realize the goal of making the College a national Center of Excellence for Leader Development then we must act...
now to develop the capacity to lend needed support.

Having served abroad for 20 years of my 30-year career, I was always impressed by how the U.S. Army Command and General Staff College is viewed by foreign armies. If there is a Gold Standard in professional military education, CGSC is it. Often referred to as “Leavenworth Grads,” our international alumni (over 7,000 at last count from 153 countries) proudly wear their CGSC badge, hold reunions of fellow graduates around the world and maintain active correspondence with their military and civilian sponsors back “home” in Leavenworth and Kansas City. There is another dimension of being a Leavenworth grad and that is best illustrated by our chairman, Lt. Gen. Bob Arter, noting that he often wonders how many conflicts have been averted by Leavenworth Grads picking up the phone and working peacefully through their differences—one may never know.

But the importance of CGSC to the U.S. Army and the nation is the most important factor. The U.S. Army CGSC graduates more students each year than all the other service staff colleges combined. Whereas CGSC used to be an exclusive club for the top 50 percent of the Army officer corps, now every officer must attend the Intermediate Level of Education (ILE) course offered at Fort Leavenworth, at one of our satellite campuses, or via the distance education program offered through the World Wide Web. ILE is designed to educate field grade officers for the next 10 years of their career. This is critical in the 21st century since warfare spans the spectrum from guerilla warfare on one end to thermo-nuclear warfare on the other. Consequently, our officers must be educated broadly and taught how to think, not what to think. General George Casey, our Chief of Staff, said we are now in the age of persistent conflict where the challenges and threats are multi-faceted. He is keenly aware that the end of conflict in Iraq and Afghanistan will not be the last or perhaps not even the most challenging we may be called upon to deal with in the future.

Former Chief of Staff, General Gordon Sullivan refers to CGSC as “the intellectual heart of the Army” and General David Petraeus calls CGSC “a true national asset.” He said that CGSC “has become one of our military’s most respected centers of professional military study and inquiry. In recent years, in particular, it has served as one of our Army’s most important agents of change….” Maintaining the intellectual edge and remaining relevant now and in the future will become a challenge when the budget cutters in Congress have their way.

Congressman John Murtha, Chairman of the House Appropriations Committee, noting that funding for FCS (Future Combat Systems) was in doubt said “As soon as this war is over, the money is going to dry up.” While he was referring to FCS, the implication for the entire Army is clear—lean times ahead. We should not be surprised. The end of WWII, Korea, Vietnam, and the Cold War ushered in hard times for all the services where we struggled to remain relevant and ready for the next engagement. Remember the cry after the Korean War, “No more Task Force Smiths” and recall former Chief of Staff General Edward C. Meyer’s warning of a “hollow Army” in the years following the end of the Vietnam War.

The creation of a large and secure endowment for the CGSC Foundation will serve two key functions, it will provide the margin of excellence to the programs and activities of the College today and it will provide a shock absorber to help the College work through lean times in the future. CGSC must remain relevant throughout the 21st century educating commanders and staff officers to lead America’s sons and daughters in peace and war. There is no higher calling. Your Foundation must have the capacity to help the College fulfill its critically important mission.

Foundation Trustee travels with Fisher House Chairman to Iraq

CGSC Foundation trustee Mark “Ranger” Jones, center, and Ken Fisher (right), Chairman of the Fisher House Foundation, visit the Baghdad headquarters of Gen. David Petraeus, commander of all military forces in Iraq, during their visit in November 2007.
CGSCF News: Prior to becoming CAC commander and Commandant of CGSC you were Director for Strategic Effects and Spokesman for the Multi-National Forces – Iraq (MNF-I) and prior to that you were Commander of the 82nd Airborne Division. How did those two assignments prepare you for your tasks as Commandant of CGSC?

Lt. Gen. Caldwell: First of all, a critical component of my role as Commandant is to provide Strategic vision and direction. As you know, the Command and General Staff College encompasses several elements, The Command and General Staff School, The School for Advanced Military Studies, the School for Command Preparation and distance education. Inherent in the command position is the responsibility to serve as a senior advisor and mentor. Bottom line, it is all about Leader Development and education.

We must absolutely challenge and expand the intellectual rigor of our system and continue to focus on teaching our officers how to think and not what to think. We have heard that before, but our experiences in Iraq and Afghanistan have reinforced this concept. As the 82nd Airborne Division Commander, I had Soldiers serving in both locations and that experience demonstrated how critical it is to have informed and educated leaders in command of our formations.

We cannot underestimate the value of an education that prepares our leaders for the uncertainty of the 21st Century. My experiences have reinforced the need to have adaptive leaders and creative thinkers. My recent experiences in supporting operations at home, particularly in response to Hurricane Katrina in New Orleans and Rita in Louisiana and my experiences while serving in Iraq, only emphasize the criticality of what we teach in our education system.

CGSCF News: What kinds of initiatives have you started or will you start at CGSC because of your unique experiences?

Lt. Gen. Caldwell: It is our goal to develop adaptive leaders and creative thinkers that are balanced warriors. As such, we need to educate our leaders in an environment similar to that in which they will operate. Today we execute all of our operations in a Joint, Interagency, Intergovernmental, and Multinational (JIIM) setting. Therefore, we must educate our officers like in a JIIM environment. I was surprised to find only one in five hundred students are from the interagency. We have taken that on and are working to incorporate the interagency into our activities, education and training.

Increasingly, we find ourselves partnering with other governmental agencies side by side on the battlefield. The battle we fight requires governmental advisors, infrastructure and engineering expertise, financial and economic experts, and many others. This trend will continue, therefore, it is imperative that we bring those experts into the fold and cross fertilize our knowledge between departments and agencies. That is why we have...
initiated an interagency exchange where, for instance, a member of the Department of Justice will come to CGSC and we will send an Army Officer to work with them for a year.

Additionally, the information domain is a new front on the 21st Century Battlefield. We have to insure our students are comfortable operating in this area. As such, we are requiring all CGSC students to more actively engage in the information medium. I don’t mean conducting mock media interviews, I mean real life media. It doesn’t matter whether it is print, or radio or what the outlet is. It is essential that they feel and deal with the anxiety of knowing that their name will be on the content of the interview. Some of them will make mistakes and that is OK. That is part of the learning process. We are also encouraging them to engage in the “new media” like web logs (blogs). We want to tap into as many outlets as possible to get the amazing stories of our Soldiers out to the American people.

CGSCF News: What would you say is different about CGSC now in contrast to the CGSC that many of our Alumni readers attended?

Lt. Gen. Caldwell: First of all, when I was a Major only about 5 percent of my peers had combat experience, in the current class over 75 percent of the Army students in this class are combat veterans and that figure will undoubtedly continue to rise in the next class. This is in sharp contrast to when I went to CGSC when there were virtually no students with combat experience. The students at CGSC now are experienced, professional and dedicated. Many are not only combat vets, but have been on multiple deployments. This adds a very different dynamic to the approach of classroom instruction. The small group leaders have to be more facilitators of dialogue and discussion than lecturers. We want to teach our officers how to think, not what to think. There is a great opportunity at CGSC now for officers to cross fertilize experiences from different regions of the combat zone, different skill specialties and different times. A second dynamic at work from the high OPTEMPO is that our Army is stressed and stretched. I realize that our officers need a break.

A year at CGSC provides a unique opportunity to reflect, rebalance and re-focus. They need to reflect on their experiences while deployed and we need to capture those reflections. These officers have gone through incredible experiences and now need time to reflect on what they have learned and what it means for the future. They also need time to rebalance. I live my life by a philosophy I call the five “F’s;” Family – Faith – Friends – Fun and Fitness and therefore, I believe I must give the students the opportunity to live the same priorities if they wish. I have pushed back the start time of classes to 0830hrs so students have time to do PT in the morning if they wish, or put their kids on the bus, or have breakfast as a family. I have also asked the staff at CGSC to look hard at the reading and writing requirements to see where we can reduce while still maintaining the learning objectives and academic rigor.

CGSC should be a great educational experience for our officers, but in today’s Army with the current OPTEMPO it also needs to be a chance for our officers to take a break, recharge their batteries and also reflect on their experiences in the combat zone and perhaps record those experiences for the future leaders of our Army.

Finally, they need to refocus for themselves and the Army. Many of them could not do physical training while deployed so we are seeing lower physical fitness standards and increased mental stress. They have been executing in the combat zone and not pursuing academics or intellectual pursuits per se. Therefore, they have to “knock the rust off” their minds and get back into an academic mode and frame of mind. They have to get their minds and bodies in shape and prepare for the future.

CGSCF News: What do you think is the most important role of the Foundation?

Lt. Gen. Caldwell: As the Foundation CEO has said, the Foundation provides the “margin of excellence.” CGSC is an excellent organization, but there are fiscal limitations. The Foundation has the ability to overcome many of these limitations. I see the Foundation as the glue that holds all people involved in CGSC together. It is the people that are the strength of any organization. Commandants, staff and faculty, students and even facilities will change. Through all these changes, the Foundation will serve as the common bond that all individuals who have played a key role in the CGSC experience can share. Their membership will draw them together and this magazine along with your other publications will keep them informed.

Fort Leavenworth is a very special place. Most senior officers look back with great affection on their Fort Leavenworth years. Sometimes, I think that is why we have such a robust and active retired community here. A community that gives back in so many ways and wants to ensure that experience continues and thanks to the Foundation, it will.
June 2008 marks the 100th anniversary of George C. Marshall’s graduation from the U.S. Army’s Command and General Staff College. As a young lieutenant, Marshall attended the Infantry-Cavalry school, formerly named the “School of the Line,” at Fort Leavenworth in 1907. Upon his graduation with honors, he stayed for a second year to attend the prestigious Command and General Staff College. To top his already fine academic and tactical performance of 1907, Marshall proved himself as an intelligent and extremely capable officer by graduating first in his class in 1908. With this success, the Army promoted him to First Lieutenant.

Beyond his attendance at the Infantry-Cavalry School and the Command and General Staff College, Marshall also spent two additional years teaching in the Department of Military Engineering at Fort Leavenworth between 1909 and 1911. Marshall’s years at Fort Leavenworth made an indelible impression upon the young officer. In the future, he would eventually go on to serve as the Chief of Staff of the Army.
(September 1939- November 1945), Secretary of State (January 1947- January 1949), a brief tenure as Secretary of Defense (September 1950- September 1951), and winner of the Nobel Peace Prize in December 1953. For many Americans, General George C. Marshall epitomizes the “Soldier-Statesman.”

His span of service to the nation covered the diverse period between 1902 and 1952, in which time the United States fought two world wars, a major regional conflict in Korea, ushered in the start of the Cold War, and this is glossing over the significant and monumental social, political, and technological changes that have come to characterize the span of the twentieth century. Simply put Marshall lived in interesting, yet very different times. However, despite the distance from this historical period, George C. Marshall continues to serve as an inspiration for many both in and out of uniform.

According to his official biographer Forest Pogue, George Catlett Marshall was born in Uniontown, Pennsylvania on December 31, 1880 to solid middle class parents. By all accounts, Marshall grew up in a very idealistic and bucolic environment that helped to shape the traditional core values of honor, respect, and duty of the future general.

In 1897 Marshall set off to attend college at the Virginia Military Institute (VMI). Later in life, Marshall recounted his years at VMI (September 1897- June 1901) as ones of hard work and determination. Moreover, he believed that while at VMI he learned “self-control, discipline, and how to manage men,” all traits that would serve him well in his military profession.

After being commissioned an Infantry officer in February 1902, Marshall served in various posts throughout the United States and Philippines in diverse jobs ranging from engineering officer, ordinance officer, post quartermaster, and post commissary officer at Fort Reno to Aide-De-Camp to Major General Franklin J. Bell. In each assignment, Marshall continually proved himself as a dedicated and intelligent officer who could be counted on to accom-
plish his assignment.

While a student, and later as an instructor at Fort Leavenworth, Marshall recounted that the school was “hard, competitive and required concentration.” In his personal papers, he noted that “hardships and lack of sympathy were part of the game” at CGSC and these experiences shaped him as an officer. Throughout his life, he would consistently be asked about adjustments to the curriculum at CGSC to which Marshall would simply respond that the course needed to retain its rigor, but still balance the real demands facing a military officer in the field. Specifically, Marshall stated in a letter to Deputy Chief of Staff Major General Stanley Embick in 1937, “we must be experts in meeting the confusion and chaotic conditions of war, when discipline is poor, officers green, and information on the enemy lacking.” For Marshall, the value of studying and also teaching at CGSC provided him with a first rate opportunity to not just merely learn techniques and tactics, but think about when to best apply the principles under the strenuous demands of combat. He believed that his time at Fort Leavenworth honed his ability to think critically. For Marshall, this was the real value of studying and teaching at Fort Leavenworth.

The Command Leadership and faculty at CGSC in the 21st century recognize and reinforce the same intellectual value of CGSC as identified by Marshall, first as a student and then as a rising staff officer in the Army in the 1930s.

The legacy of George C. Marshall is still palpable at the Command and General Staff College. Beyond the twenty-first century grand lecture hall that bears his name in the technologically sophisticated Lewis and Clark Center, the top student in each graduating class earns the George C. Marshall award. The outstanding officers that have won this award have gone on to lead the United States Army in the late twentieth and early twenty-first centuries. For them, George C. Marshall has continued to serve as an inspiration. In this spirit, the CGSC Foundation honors the 100th anniversary of George C. Marshall’s graduation from the Command and General Staff College with the expectation that he will continue to inspire the future of leaders of the United States Army.
Editor’s Note: It’s often said that the International Military Officer program brings value beyond the classroom and the fields where the participating officers train in defense of their countries. Joyce and Howard Kirk of Leavenworth, Kan., submitted this photo and story as testament to the lifelong friendships born with classmates at CGSC.

The 1978 International Officer Class of the Command and General Staff College conducted their 15th reunion Nov. 16-18, 2007 in Vienna, Austria.

Friedl and Adl Radauer from Austria hosted the group. During their stay the group experienced great fellowship and had the opportunity to see the sites in Austria. The accompanying photo was taken while the group was visiting the Saint Benedictine Abbey on the Danube River.

Attendees included: hosts Friedl and Adl Radauer, Austria; Joyce and Howard Kirk, Leavenworth, Kan.; Maggie and Gideon Avidor, Israel; Genny and Constantinos Costoulas, Greece; Raymonde and John Davidson, Canada; Wiebke and Burkhard Franck, Germany; Evelyne and Paul Georis, Belgium; Anne-Marie and Leonce Gintzburger, France; Sue and Bill Harvey, United States; Madeleine and Eddie Heskin, Ireland; Lili and Bjarne Hesselberg, Denmark; Elisabeth and George Latham, Scotland; Else-Marie and Svein Lysgaard, Norway; Britte and Percut Green, Sweden; Sue and Bradley Peterson, United States; Heide Marie and Holger Sammet, Germany; and Ursula Schlup, Switzerland.

The group has already planned their next reunion in Israel, to be hosted by the Avidors.

International Officer Class 2007-02 Graduates in December 2007


(Right) International students in the 2007-02 Command and General Staff Officer Course watch as award recipients to be honored at graduation the next day are announced during the international military student badge ceremony Dec. 13, 2007, in Eisenhower Hall.
Business leaders and military professionals convened at the Lewis and Clark Center Nov. 27-28, 2007, to participate in the first in a series of “National Security Roundtable” forums.

The intent of the roundtables is to bring together a forum of leaders several times each year from business, finance, industry, academia and the government sectors to discuss and examine the national security environment, in general, followed by an in-depth examination of a particular region or country.

For this first roundtable CGSC Deputy Commandant Brig. Gen. Mark E. O’Neill chose China for an in-depth look. “We selected China because it has the largest population and one of the fastest growing economies in the world,” said O’Neill. “China also exerts great influence in the Eurasian and Asian-Pacific regions, and is an emerging world power.”

The first day of the roundtable the participants had the opportunity to tour the Lewis and Clark Center and attend a reception and dinner. O’Neill delivered some welcoming remarks and Dr. Richard Barbuto provided the group with an historical overview of Fort Leavenworth.

On the second day, participants were given a class on “National Security Strategy Formulation” by Mark Wilcox, an Assistant Professor of CGSC’s Joint Interagency & Multinational Operations department.

After the class, a group of panelists led the participants through two roundtable discussions: Eurasian Flashpoints and Challenges and China: Threats, Challenges & Opportunities.

General comments from participants were that the roundtable discussions were extremely informative and intellectually stimulating. “We’re extremely proud to be able to support such a great forum,” said CGSC Foundation CEO Bob Ulin. “These are the types of events in which we feel the Foundation can really make a difference.”
CGSC, KSU consider degree program in homeland security studies

Faculty members from the U.S. Army Command and General Staff College and Kansas State University gathered at the Lewis & Clark Center Jan. 4 to conduct a workshop to study the possibilities and the need for a regional homeland security (HLS) degree program.

According to CGSC Assistant Professor Shawn Cupp and CGSC Dean of Academics Dr. Chris King, the workshop was the result of several months of discussion and planning between the CGSC and KSU. Local, state and national experts from every aspect of homeland security joined the educators at the workshop to provide their opinions on the need for the program and to make recommendations for what the curriculum should contain.

KSU’s Dr. Cheryl Polson said the workshop was the first step in the process of exploring the creation of a new academic degree program. Likewise, KSU Provost and Senior Vice President Dr. M. Duane Nellis said the approach was to gather the experts and get their input into the process and then build a curriculum around what they feel are the key aspects.

The keynote speaker to kickoff the workshop was Maj. Gen. Tod M. Bunting, the Kansas Adjutant General, who in that capacity is also the director of Homeland Security for the state, overseeing the Kansas Army and Air National Guard and the state Division of Emergency Management.

After Bunting’s remarks the workshop attendees spent the majority of the day working in small groups with facilitators to brainstorm answers to pre-prepared discussion questions. The topics included Homeland Security as a Profession and Field of Study, Defining Specializations and Interest Areas, and Defining Specialization Content Areas.

If the program is approved and developed, both CGSC and KSU will offer versions of the program to their respective students.

The CGSC Foundation assisted the CGSC in hosting the workshop.

This article was edited from the original published in the Leavenworth Lamp, Jan. 11, 2008, by Tisha Johnson.

Foundation thanks JE Dunn Construction

CGSC Foundation Chairman Lt. Gen. Robert Arter (near right) presents a CGSC print to Bill Dunn, Sr. (left), Chairman Emeritus of JE Dunn Construction, in appreciation for the company’s gift of construction and outfitting of the new foundation offices in the Lewis and Clark Center. Participating in the presentation which was conducted Oct. 27, 2007, are foundation CEO Bob Ulin (far right) and foundation trustee Robert P. Dunn (far left), who is also a vice president at JE Dunn.
Foundation partners with dealers to offer cash bonuses for new car purchases

In an effort to create an exclusive benefit for all Command and General Staff College Foundation members and constituents, the Foundation has partnered with Superior Lexus and Superior Volvo to offer cash rebates for new car purchases.

Bob Ulin, the Foundation CEO, said the process is an easy four steps:

1. Make a great deal for a new or pre-owned vehicle at Superior Lexus (1200 West 104th Street or 9300 NW Prairie View Road, Kansas City, Mo.) or Superior Volvo (907 West, 104th Street, Kansas City, Mo.)

2. Within 30 days of your vehicle purchase, bring your sales contract to the CGSC Foundation office in the Lewis & Clark Center, Suite 1149.

3. The Foundation will validate your membership and send a letter to the dealership. If you’re not a member, it only costs $35 to join.

4. You receive a check for $250 from the dealership.—The CGSC Foundation also receives a check for $250 for each sale to help them support the U.S. Army Command and General Staff College.

Ulin said this current offer expires June 15, 2009.

“We’re always looking for unique ways to generate more support for the Foundation and the College,” said Ulin. “These are two very reputable dealerships run by veterans that offer great products. It’s just another way to add value for our donors and at the same time it helps us reach our financial goals.” 🦅
The Command and General Staff College has, for over 126 years, done a magnificent job of educating commanders and staff officers to lead America’s sons and daughters in peace and war. In so doing, it has become one of our military's most respected centers of professional military study and inquiry. In recent years, in particular, it has served as one of our Army's most important agents of change as our military has adapted to the demands of wars very different from those on which we had focused our training and education. The CGSC is, in short, a true national asset, one that has served our Nation and our Army exceedingly well.

Gen. David H. Petraeus
Class of 1983, Marshall Award Recipient
Commander, Multinational Force-Iraq
The U.S. Army Command and General Staff College develops creative, innovative and adaptive leaders. Your Foundation leadership team has adopted these same traits in the development of our organization. We closed out 2007 with $1.2 million in cash, pledges and estate gifts.

Clearly, 2007 was a banner year for our Foundation. We moved into our new offices in the Lewis and Clark Center, completed our first full year of operation, and nearly doubled our revenues. We also increased funding provided to the College for direct program support moving from $9,500 in 2006, to $16,900 in 2007. We recently granted the College $42,000 for 2008. Indirect support in the form of promotional materials and activities to fulfill our outreach mission nearly doubles the total amount of funding provided.

Organizationally, we strengthened our board by attracting senior business executives and retired military leaders from across the country, developed policies and procedures for fund raising and formed a capital campaign steering committee with regional co-chairs to extend our reach and influence across the country. To keep pace with this growth, we hired Ms. Tracy Pennington, who serves as our business manager and we retained Lt. Col. Mark Wiggins (USA Ret.) to serve as our part-time communications director. Mark is the Managing Editor of our magazine, runs our web site, develops our press releases, and advises on communications strategy.

At the very heart of our success is a wonderful group of donors who have entrusted us to be good stewards of their money. We remain dedicated to the objective of building an endowment over the next few years that will generate sufficient funds for meaningful and sustainable programs and activities for the U.S. Army Command and General Staff College to fulfill their mission of providing leaders capable of meeting the challenges of 21st century.
The mission of the CGSC Foundation is to support CGSC in educating leaders for the 21st century in the following six mission areas:

**Enrich the College’s academic environment**

This mission area was met by supporting the development of a campaign to fund several academic chairs for distinguished visiting professors. Former Secretary of State, retired General Colin L. Powell agreed to lend his name for the development of Colin L. Powell academic chair and lecture series. The foundation is a sponsor of the biannual Eagle-Owl Sports competition between CGSC and the Joint Services Command and Staff College of the British Army.

**Foster a strong relationship between the military and the private sector**

The Foundation developed a national security round-table program along with the College to support community outreach, help civilian business leaders better understand the broad education provided for our students and educate these key business leaders about areas of interest in national security. The annual Foundation dinner is another mechanism for the Foundation to help tell the Army’s story to a distinguished group of American citizens.

**Enhance the institution’s research activities**

The Foundation supported symposia on Warfare in the Age of Non-State Actors and an Academic Needs Analysis for a master’s degree program in Homeland Security in cooperation with Kansas State University.

**Promote leader development**

The sum total of the programs and activities undertaken by the Foundation supports and promotes leader development. The Foundation has developed memoranda of understanding with local universities to explore ways to develop cooperative programs and supports interagency cooperation by creating a Distinguished Visiting Professor of Foreign Policy program with DACOR—the Diplomatic and Consular Officers Retired organization in Washington, D.C.

**Encourage excellence in the faculty and the student body**

The Foundation supports the College’s awards program by providing recognition for excellence in tactics, logistics, the best master’s thesis, the military instructor of the year, and the civilian instructor of the year.

**Maintain contact with alumni**

The Foundation publishes the CGSC Foundation News twice annually to report news about the College and the activities and programs supported by the Foundation. This magazine also serves to reconnect former graduates with their College and to educate civilian community and business leaders of the programs and activities of the U.S. Army Command and General Staff College.
<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>COL (Ret) Sherwood “Woody” Goldberg</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Chris C. Haller</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CW3 (Ret) Terry Hamby</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. David Hays</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MG (Ret) Patricia Hickerson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Michael &amp; Kathy Hockley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTG (Ret) James F Hollingsworth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTC (Ret) Philip G Humber</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTG (Ret) Joseph R. Inge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Mark “Ranger” Jones</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MG (Ret) James R. Klugh, Sr.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEN (Ret) William A Knowlton</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMB (Ret) David F Lamberton</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Emmett W. Mac Corkle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMB (Ret) Edward Marks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEN (Ret) Barry R McCaffrey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTC (Ret) John E. Miller</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTG (Ret) Thomas M Montgomery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTG (Ret) Jack Nix, Jr.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTG (Ret) David H. Ohle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COL (Ret) Ronald E Ouellette</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COL (Ret) Patrick F Passarella</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEN (Ret) Colin L. Powell</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COL (Ret) Dale E Priess</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEN (Ret) Robert W Riscassi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEN (Ret) Bernard W Rogers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTG (Ret) Jerry R. Rutherford</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Richard P. Siemer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. James L. Spigarelli</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MG (Ret) Lynn H. Stevens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTG (Ret) Howard F Stone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gen (Ret) Gordan R. Sullivan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Paul J Thompson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEN (Ret) Carl E Vuono</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Eugene R Wilson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTC (Ret) Kevin P Shea</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**The Lewis and Clark Society**

**$1,000 and above**

- LTG (Ret) Robert Arter
- COL (Ret) Edward C. Baldwin, Jr.
- MG (Ret) Raymond D. Barrett, Jr.
- LTC (Ret) Theodore C Beckett
- Ms. Polly Palmer Brunharkt
- COL (Ret) Orville N Butts
- BG (Ret) Stanley F. Cherrie
- LTC (Ret) William M Connor
- LTG (Ret) John H Cushman
- COL (Ret) Thomas Dias
- Mr. John Dillingham
- COL (Ret) William G. Eckhardt
- Mr. Arthur E. Fillmore II
- LTC (Ret) Robert H Forman
- COL (Ret) and Mrs. William J Goldberg
- LTC (Ret) William J Heinen
- LTC (Ret) Lonnie J. Hinkle
- MG (Ret) Morten sindi
- MG (Ret) Elmer Stephens
- MG Pat M Stevens, IV
- LG (Ret) Herbert R. Temple
- COL (Ret) Jack D Thomas
- MG (Ret) Edward L Trobaugh
- COL Michael Sean Tuomey
- GEN (Ret) John W. Vessey
- LTC (Ret) Donald L. Vincent
- COL (Ret) Brian Voorhees
- COL (Ret) Keith R Vore
- BG William D R Waff
- GEN (Ret) Louis C. Wagner, Jr.
- COL (Ret) and Mrs. William J Weefer
- MG (Ret) Charles D. Barrett
- Hon. Kenneth Bernard
- MG (Ret) Michael M. Berzowski
- LTC (Ret) Viron E. Bird
- LTC (Ret) Dirk Blackdeer
- COL James G. Bogle
- LTC (Ret) Thomas G Bradbeer
- COL (Ret) Neal Bradley
- LTC (Ret) Dennis S. Burkett
- Dr. Bradley L. Carter
- LTC (Ret) George G Chapman
- MG (Ret) Richard Chastain
- LTC (Ret) Timothy H. Civis, Jr.
- LTC (Ret) William B. Caldwell III
- MG (Ret) Andrew L. Cooley
- COL (Ret) George L Crowder
- MG (Ret) Jerry R. Curry
- COL Darrell C. Dyer
- Mr. Howard Eichenwald
- MG (Ret) Arthur V Episcopo
- LTC Dallas Eubanks
- MAJ William Keith Everett
- BG (Ret) Harold A. Frysie
- MG (Ret) Raymond R. Galloway
- Dr. Mark T Gerges
- COL (Ret) Edward S. Graham
- MG (Ret) Roy C. Gray, Jr.
- Hon Clyde D Graeber
- LTC (Ret) Robert E Green, Jr.
- COL (Ret) Bernard Greenbaum
- LTC (Ret) Richard H. Groves
- COL (Ret) Kent Harrison
- Mr. Bernard Harris
- COL Jonathan House
- BG (Ret) Morton MCD Jones, Jr.
- MG (Ret) Charles D. Barrett
- Hon. Kenneth Bernard
- MG (Ret) Michael M. Berzowski
- LTC (Ret) Viron E. Bird
- LTC (Ret) Dirk Blackdeer
- COL James G. Bogle
- LTC (Ret) Thomas G Bradbeer
- COL (Ret) Neal Bradley
- LTC (Ret) Dennis S. Burkett
- Dr. Bradley L. Carter
- LTC (Ret) George G Chapman
- MG (Ret) Richard Chastain
- LTC (Ret) Timothy H. Civis, Jr.
- LTC (Ret) William B. Caldwell III
- MG (Ret) Andrew L. Cooley
- COL (Ret) George L Crowder
- MG (Ret) Jerry R. Curry
- COL Darrell C. Dyer
- Mr. Howard Eichenwald
- MG (Ret) Arthur V Episcopo
- LTC Dallas Eubanks
- MAJ William Keith Everett
- BG (Ret) Harold A. Frysie
- MG (Ret) Raymond R. Galloway
- Dr. Mark T Gerges
- COL (Ret) Edward S. Graham
- MG (Ret) Roy C. Gray, Jr.
- Hon Clyde D Graeber
- LTC (Ret) Robert E Green, Jr.
- COL (Ret) Bernard Greenbaum
- LTC (Ret) Richard H. Groves
- COL (Ret) Kent Harrison
- Mr. Bernard Harris
- COL Jonathan House
- BG (Ret) Morton MCD Jones, Jr.

**Friends of the College**

**$35 and above**

- LTC (Ret) Gregory J Bakian
- LTC (Ret) Richard V Barbuto
- MG (Ret) Charles D. Barrett
- Hon. Kenneth Bernard
- MG (Ret) Michael M. Berzowski
- LTC (Ret) Viron E. Bird
- LTC (Ret) Dirk Blackdeer
- COL James G. Bogle
- LTC (Ret) Thomas G Bradbeer
- COL (Ret) Neal Bradley
- LTC (Ret) Dennis S. Burkett
- Dr. Bradley L. Carter
- LTC (Ret) George G Chapman
- MG (Ret) Richard Chastain
- LTC (Ret) Timothy H. Civis, Jr.
- LTC (Ret) William B. Caldwell III
- MG (Ret) Andrew L. Cooley
- COL (Ret) George L Crowder
- MG (Ret) Jerry R. Curry
- COL Darrell C. Dyer
- Mr. Howard Eichenwald
- MG (Ret) Arthur V Episcopo
- LTC Dallas Eubanks
- MAJ William Keith Everett
- BG (Ret) Harold A. Frysie
- MG (Ret) Raymond R. Galloway
- Dr. Mark T Gerges
- COL (Ret) Edward S. Graham
- MG (Ret) Roy C. Gray, Jr.
- Hon Clyde D Graeber
- LTC (Ret) Robert E Green, Jr.
- COL (Ret) Bernard Greenbaum
- LTC (Ret) Richard H. Groves
- COL (Ret) Kent Harrison
- Mr. Bernard Harris
- COL Jonathan House
- BG (Ret) Morton MCD Jones, Jr.

All donations accumulate towards the various levels of LIFE CONSTITUENCY.

**OTHER GIFTS**

- LTC (Ret) John C Barbee
- BG (Ret) Randall Bell
- LiCol (Ret) Richard Berkebile
- MAJ Joseph E. Bilik
- Mr. Matthew W Broadus
- LTC (Ret) Don E Broskieck
- Dr. James S. Corum
- LTC James V. Dicrocco III
- LCDR C. Harvey Ebersole
- MAJ Michael B. Fordham
- MAJ Alexander P. Fullerton
- BG (Ret) William H. Gibbs, Sr.
- COL (Ret) William J Heinen
- MAJ Martien G.H. Houtkooper
- COL Victor D Irvin
- COL (Ret) Lawrence Jackson II
- Dr. Richard L Kiper
- LTC (Ret) Barry Leslie
- COL (Ret) Wesley A Ludwig
- COL (Ret) James T. McManus
- Mr. Billy D Miller, Jr.
- MG (Ret) Howard T. Mooney
- BG (Ret) Joseph L Nagel
- Mr. Kenneth Riggins
- MG (Ret) Markus Rusch
- LTC (Ret) Kevin P Shea
David J. McIntyre, President and CEO of TriWest Healthcare Alliance, announced TriWest’s commitment to provide the CGSC Foundation with a $550,000 gift in support of a new lecture series named after the famed retired general and former Secretary of State, Colin L. Powell. McIntyre announced the gift Feb. 12, at the kickoff dinner for a special board of trustees meeting the next day.

“This gift is tremendously significant for this new program,” said Lt. Gen. Robert Arter (U.S. Army, Ret.), chairman of the board of trustees of the Command and General Staff College Foundation (CGSCF). “TriWest’s generous support allows the Foundation to honor this great Soldier-Statesman by inviting prominent national and international dignitaries to contribute to the education of our nation’s military leaders as part of the Powell lecture series.”

The CGSC Foundation is still finalizing details for the program and according to Col. Bob Ulin (U.S. Army Ret.), the CGSCF chief executive officer, the Foundation will work with the U.S. Army Command and General Staff College (CGSC) to begin the program this year. Ulin also said having corporate partners who are intimately involved with the education of the military officers and future leaders of our nation is critical and contributes to the Foundation’s community outreach program.

“TriWest is proud of this new relationship with the CGSC Foundation and the ability to honor one of our great American leaders—Colin Powell—to perpetuate his legacy,” said McIntyre.
“We support service members and their families each and every day as part of our normal duties of healthcare administration, but contributing to the education of our nation’s military leadership provides us with a different kind of opportunity to help assure the health and welfare of our troops.”

At the special board meeting the next day, members of the CGSC Foundation Board of Trustees discussed Foundation business and learned more about the business of fund raising, which is at the core of any non-profit organization.

Led by board Vice President Hyrum Smith, trustees had the opportunity to learn the finer points of running capital campaigns with informative lectures provided by Robert F. Hartsokk, Chairman and CEO of Hartsokk Companies, Inc., and other members of Hartsokk’s staff.

Smith’s motivational remarks in which he challenged each of the trustees to do their part in the Foundation’s campaign were one of the highlights of the meeting.

At the conclusion of the meeting the trustees ate lunch in the Trophy Lounge of the Lewis and Clark Center where they also had the opportunity to hear from two current CGSC students, U.S. Army Maj. Michael Gonzalez and German Army Lt. Col. Christian Nawrat, about CGSC’s significance in their careers.

**KC Library special events program offers community outreach opportunities**

*By Mark H. Wiggins*

On Feb. 29, Brig. Gen. Mark E. O’Neill spoke about CGSC’s international officer program and its long history in downtown Kansas City as part of the Kansas City Public Library special events program.

The 41 International military officers (IMOs) and their spouses from the 2008-02 CGSS course attended the O’Neill presentation along with numerous Kansas Cityans curious about the program.

Jim Fein, the director of the International Student Division of CGSC commented that he thought the evening was a great success.

“I think the attendance and interest shown that evening was a demonstration of the community’s interest in this program and another example of the welcoming attitude of this community,” said Fein. “Moreover, it served as good reinforcement of how our senior leaders understand the strategic importance of IMO participation in the College.”

Earlier in the year, the library also hosted a panel discussion about the 40th Anniversary of the Tet Offensive in Vietnam.

Participating on the panel were CGSC Foundation CEO Col. Bob Ulin (USA Ret.), and CGSC faculty advisor to the Foundation, Lt. Col. Bud Meador (USMC Ret.), who were both in Vietnam during the Tet Offensive. Other panel members included CGSC’s Director of the Department of Military History, Dr. Jim Wilbanks, Ted Wilson, history professor at the University of Kansas, and E. Thomas McLanahan, columnist and editorial writer for the Kansas City Star, who provided the perspective and impact of the news media to the panel discussion.

According to Foundation CEO Bob Ulin, the KC Library special events program has allowed the Foundation the opportunity to support the Combined Arms Center and the Command and General Staff College objectives of community outreach.

“We have been working with Crosby Kemper III, executive director of the library, and Henry Fortunato, the library’s director of public affairs, to develop opportunities for Fort Leavenworth leaders to get in front of the community,” said Ulin. “We think it’s been a great success thus far and will work to create more opportunities in the future.”

---

[www.cgscf.org](http://www.cgscf.org)
CGSC Foundation Gift Shop

Come see us at the Lewis and Clark Center
Room 1149 (Next to the Barber Shop)

or

Visit our on-line store at

www.cgscfoundation.org

We have many specialty items to choose from:

- Leavenworth Lamp Ornament
- Lewis and Clark Ornament
- CGSC College Ties
- Leavenworth prints and cards
- Shirts & Windbreakers
- Golf balls and golf towels
- Commemorative coins
- Leather Padfolios

Online purchases require a major charge card: MasterCard, Visa, American Express, or Discover.
Returns/Exchanges are subject to a $4 fee and must be returned within 90 days.
Product Availability and Pricing Subject to Change without Notice.
We’ve made progress at coordinating civilian-military operations in Afghanistan and Iraq but much more needs to be done,” said Ambassador Ronald E. Neumann, president of the American Academy of Diplomacy.

Neumann, a retired diplomat who most recently served as Ambassador to Afghanistan from July 2005 to April 2007, provided this observation and many more in a lecture to students in the U.S. Army Command and General Staff College on March 5.

The Command and General Staff College Foundation, in concert with the needs and requirements of the U.S. Army Command and General Staff College, has come together with DACOR (Diplomatic and Consular Officers, Retired) to sponsor a series of lectures on foreign policy and diplomacy for the CGSC class of 2008.

DACOR selected Neumann to serve as the first DACOR-CGSC Foundation Distinguished Professor of Foreign Policy and Diplomacy.

Neumann’s lecture, “Realities of the Interagency,” focused on the issues that the military and diplomatic services face in a deployed environment while striving to serve our national security interests. He will deliver two more lectures before the class graduates in December.

“The complexities of coordinating the various agencies of the federal government are a difficult task because other than DoD, the other agencies are not staffed or funded for repetitive deployments,” Ambassador Neumann said. He also noted that although the State Department and the Department of Defense cultures are different, “exchanges like this are tremendously important since they lead to better understanding between our respective agencies.”

Neumann’s lectures have been designed in cooperation with the CGSC faculty and are scheduled to make specific contributions to the curriculum. One of the CGSC Foundation trustees, Ambassador Edward Marks, a retired ambassador himself, was the catalyst for getting the program off the ground.

“Each of these lectures will enhance the CGSC education model of teaching military officers ‘how,’ not ‘what,’ to think,” said Marks. “In current operations around the world traditional military solutions have given way to an interagency approach where all of the capabilities of our government are applied. The CGSC Foundation is truly honored to have this opportunity to support the education of CGSC students with a program such as this.”

The Diplomatic and Consular Officers, Retired (DACOR) is a philanthropic organization that conducts advocacy programs for a strong, professional Foreign Service and for an active American leadership role in the world of the 21st century. DACOR membership comprises retired, former, and active duty Foreign Service Officers and others who have served at home or abroad in positions related to the conduct of foreign affairs. The American Academy for Diplomacy is an organization of former senior diplomats dedicated to strengthening diplomacy.
Army Secretary Pete Geren and University of Kansas Chancellor Robert Hemenway announced a new program called the “Wounded Warrior Education Initiative,” in a ceremony in the Lewis and Clark Center, Feb. 6.

The program allows severely wounded Soldiers the opportunity to complete a master’s or doctorate degree, then return to the Army and work in assignments where Fort Leavenworth and the Combined Arms Center benefit from their education and personal experiences.

Eight Soldiers have been chosen to enter the pilot program, which is shared between Fort Leavenworth’s Combined Arms Center and the University of Kansas. Upon earning their degrees, Soldiers will remain on active duty for six years.

“This is a new journey that we in the Army and the University of Kansas have taken together,” Geren said. “A partnership for these outstanding Americans that have given so much in service to their country.”

CGSC Foundation Trustee David Lambertson, is the director of the KU/Fort Leavenworth Wounded Warrior Education Initiative. Geren credited him and Ron James, assistant secretary of the Army for Manpower and Reserve Affairs, for playing a role in the creation of the program. Geren said Hemenway and KU officials came to him with an idea for the program in September 2007.

All the officials involved said they hoped the program helps these Wounded Warriors recover and enhances their lives.

“We’re changing the way we meet Soldiers’ and families’ needs during this era of persistent conflict,” said Maj. Dina Wandler, James’ assistant deputy for education, who oversees the program in the Pentagon. “This is one way to continue in our commitment to compassionate care on all fronts.”

To enter the Wounded Warrior Education Initiative, Soldiers must be enrolled in the Army Wounded Warrior Program and have the educational back-
The first students will enter the program in August. Soldiers will be assigned to the Combined Arms Center with duty at the University of Kansas.

While the program is separate from the Warrior Transition Unit, such as the one on post at Munson Army Health Center, some can participate in both programs simultaneously. 🍀

Melissa Bower from the Leavenworth Lamp contributed to this report.

Soldiers in the Wounded Warrior Education Initiative

Capt. Michael Reynolds is a retired Infantry officer who currently lives in Fort Collins, Colo. He was wounded in Iraq in 2004. He plans to earn his doctorate in history or anthropology.

1st Lt. Jason Gladney is a retired Armor officer currently living in Pismo Beach, Calif. He was wounded in March 2006. He plans to earn a master’s degree and return to teaching.

Staff Sgt. Thomas Davis currently serves as a basic training instructor at Fort Benning, Ga. He was wounded by an IED in Iraq in June 2006. He is undecided on a master’s program, but wants to work with the Battle Command Training Program at Fort Leavenworth.

Spc. Michael Hogg is a retired combat engineer from Bensheim, Germany. He was wounded by a land mine in Iraq in June 2003. He is interested in a master’s degree in history.

Capt. Gates Brown, who is an active duty Armor officer living in Lansing, Kan., is currently in the Warrior Transition Unit at Fort Leavenworth’s Munson Army Health Center. He was injured by an IED in Iraq in January 2007. He plans to enter the master’s program to study history.

Capt. Kristin Facer is an active duty Transportation officer currently stationed at Fort Carson. She was injured in an IED attack in Iraq in 2005. She is considering a master’s degree in cultural anthropology or furthering her teaching career.

Capt. Tim Hornik is an active duty Air Defense Artillery officer currently stationed at Fort Hood, Tex. He was wounded in November 2004 in Iraq. Hornik plans to pursue a Master of Social Work degree and return to serve as a counselor to Soldiers.

Capt. Wesley E. Fine is a retired Infantry officer from Waimanalo, Hawaii. He was wounded in Iraq in April 2005. He plans to earn a doctorate in international studies.

Use your military benefits to gain your education!

Baker University
School of Professional and Graduate Studies

NEW MILITARY RATE $250 PER CREDIT HOUR
SPouse 25% DISCOUNT*

*Off regular tuition rates

Associate’s, Bachelor’s, & Master’s degrees in Overland Park, Topeka and Wichita, Kansas
Lee’s Summit and North Kansas City, Missouri

For more information call Baker University at:
913-491-4432

To our men and women in uniform... God bless you and thank you.

www.cgsdf.org
A Look at ‘CGSC South’
Fort Gordon’s Satellite Campus for ILE

By Col. Thomas W. McShane (USA Ret.), J.D.
Supervisory Associate Professor, Team Leader, Fort Gordon

It doesn’t overlook the Missouri River, but CGSC’s newest satellite campus at Fort Gordon is only minutes from the Savannah River in Augusta, Georgia. Fort Gordon, the Army’s Signal Center, is a sprawling post set amid rolling hills dotted with lakes and pine trees.

The CGSC “South” campus is housed in Cobb Hall, The School of Information Technology. Started as an Intermediate Level Education (ILE) Common Core pilot course in 2003, it was institutionalized with the addition of permanent faculty in December 2005. Class 08-001, the ninth to complete ILE at Fort Gordon, graduated Feb. 22. With four classrooms, administrative, and faculty offices, the campus has a maximum capacity of 72 students three times per year. The current classroom design and equipment in Lewis and Clark Hall was first tested at the satellite campuses. The course runs about 15 weeks, depending on time of year, number of holidays, and such. Fort Gordon’s schedule is staggered from the other satellites, giving students the opportunity to begin ILE at a satellite campus six times each year.

The “typical” Fort Gordon student represents a special branch, non-operational career field or functional area: Chaplains, Doctors, Medical Specialists, Acquisition, Foreign Area Officers (FAOs), Judge Advocates (JAGs), etc. All branches, including combat arms, have attended the Gordon Satellite, and functional area officers bring prior experience in an operational branch. Satellite campus students tend to have higher levels of civilian education, from Masters’ degrees to professional degrees and Ph.D.’s. Two of Fort Gordon’s recent graduates are on the faculty at Leavenworth, others teach at West Point.

The faculty team at Gordon (Teaching Team 31) numbers 13, a team leader and 12 instructors, and brings a diverse range of military and educational experiences to the classroom. (See the sidebar for more about the faculty.)

Teaching at a satellite campus is a unique experience. Faculty members serve as property book custodians, credit card holders, librarians, mail officers, Information Technology (IT) coordinators, and more. Everyone has several additional duties, and when textbooks arrive, the entire team (and students who happen to be nearby) helps unload books off the truck. CGSC provides solid financial support and contracts for copiers and certain other services, but the campus depends largely on Fort Gordon for its day-to-day operations. IT support, for example, comes from the School of Information Technology and the post. Fort Gordon’s Wentworth Library houses an extensive collection of CGSC texts.
and references provided by the CGSC Library and TRADOC.

It might be a grass-roots university, but the academic experience is challenging and every bit as professional as that at Fort Leavenworth or the other satellites. Students take the same core course, including leadership lectures featuring local leaders, speakers broadcast live from Leavenworth, or others recorded on Blackboard. In addition, students take at least one staff ride per course while their peers at Leavenworth do not. A few fortunate students in the Spring Class have attended the Masters’ Golf tournament in April. Gen. Petraeus (as CAC Commander), Lt. Gen. Caldwell, Brig. Gen. O’Neill, the CGSS Directors and teaching department heads have all visited CGSC South. The faculty team maintains close ties with the teaching departments at Leavenworth for training and curriculum support, and participates in the academic process by providing feedback and helping to write new lessons. CGSC “South” both complements and enhances the Army ILE program.

Teaching Team 31—The
Fort Gordon ILE Faculty

- **Tom McShane**, Team Leader and Dept. of Joint, Interagency and Multinational Operations (DJIMO) Instructor. Former Army judge advocate. Taught at the JAG School and the Army War College.


- **Calvin Owens**, Team Deputy and Leadership Instructor. Former Army aviator. Taught leadership at Fort Leavenworth.

- **Lt. Col. Pauline Haughton**, Center for Army Tactics Dept. (CTAC) Instructor. Is a Signal Officer with two recent tours in Iraq. Taught college ROTC and also speaks “Signal.”

- **Dr. Bradley Carter**, Team Historian. Previously taught at the University of Kansas.

- **Dr. Bob Leonard**, DJIMO Instructor. Retired Air Force Officer. Taught at Air Command and Staff College.

- **Al Reece**, CTAC Instructor. SAMS graduate. Former Infantry officer and battalion commander.

- **Mr. Robert Jones**, CTAC Instructor. Former Army Engineer and battalion commander.

- **Brooke Allen**, DJIMO Instructor. Former Infantry and European Foreign Area Officer (FAO). Recently transferred to the Gordon team from DJIMO at Fort Leavenworth.


- **Mark Montesclaros**, Instructor. Former Latin American FAO and Defense Attache. Taught strategy at the Army War College.
First Birrer-Brookes Award presented for MMAS Thesis

The CGSC Foundation had the distinct honor to award the Birrer-Brookes CGSC college chair to Maj. Egil Daltveit, an International Military Officer student from Norway, on Dec. 14, 2007, at the graduation ceremony for CGSC Class 2007-2.

Maj. Daltveit is the first recipient of the award, which is presented at graduation to the CGSS student who authored the best thesis for their Master of Military Art and Science degree program.

Daltveit’s thesis, The March 2004 Riots in Kosovo: A Failure of the International Community, focused on the shortfalls of the international community, represented by KFOR and UNMIK, that ultimately led to the Albanian riots against the Serb minorities in Kosovo in 2004. Daltveit’s thesis explored the failure of KFOR and UNMIK to use the levers of hard power—the application of military force—or of soft power—education, the media and the symbolic environment—to convince the vast majority of Kosovars to support their government’s new legal and political order.

The Birrer-Brookes Award is named for two former CGSC faculty members, Doctors Ivan Birrer and Philip Brookes, who collectively had more than 50 years experience at the college and were both directors of the graduate degree program. The CGSC Foundation sponsors the award.

CGSC Class 2007-02 Marshall Awardee

Want to Better Protect Soldiers?

A new way to better protect soldiers is to deliver critical situation awareness updates directly to the individual on the battlefield. DataSwarm® is breakthrough software technology that equips individual soldiers, platforms, and sensors to securely exchange life-saving “total” situation awareness information with each other in real-time. DataSwarm works on-the-move using off-the-shelf wireless mobile devices over existing low-bandwidth, unreliable networks.

SOLDIER-CENTRIC BATTLESPACE AWARENESS SOFTWARE
Secure • Low-Bandwidth • Wireless • Mobile • On-Demand • Applications

DataSwarm® overcomes existing low-bandwidth network constraints, mobile device limitations, and information overload challenges to connect forces, platforms, and sensors together in a secure real-time information-sharing network. Warfighters and commanders are empowered to easily collect, intelligently disseminate, and automatically receive vital tactical combat information at the point of action using always-available, geospatially-rich applications. With DataSwarm, when someone sees something important, everyone who needs to know, will know, immediately.

DataSwarm® ... because knowing what’s important NOW makes all the difference™.
CJCS visits CAC/CGSC

Adm. Mike Mullen, Chairman of the Joint Chiefs of Staff, visits with CGSC Foundation trustees (from left) Lt. Gen. Richard Keller (USA Ret.), Col. Roger Donlan (USA Ret.) and Col. Bob Ulin (USA Ret.), the Foundation CEO, during his trip to Fort Leavenworth in October 2007.

The courage to lead comes from the passion to serve.

A tribute to America’s military leadership.

Real leaders are driven, not by great ambition, but by a great desire to make a difference. As a leading provider of financial services for the military community, our passion is to serve all of you who serve us all.

For more information: PioneerServices.com

© 2008. No official US military endorsement is implied. MidCountry Bank is a member FDIC, BR-907

www.cgscf.org
Contributions In Memoriam

Remembering a deceased friend or family member with a contribution to CGSCF is a gesture of respect and admiration. Contributions help the Foundation further its work in supporting the College and its initiatives. With thanks and sincere condolences, we acknowledge these memorial contributions:

Brig. Gen. Leo E. Soucek, U.S. Army, Ret., in memory of his Virginia Military Institute classmate Hon. Nelson Tilghman Overton, a Judge for the Court of Appeals of Virginia, who served in the Army from 1953 to 1968 in both active and reserve status.

Brig. Gen. Soucek also honors the memory of another VMI classmate, Dr. Walter R. Whitehurst III, who retired from the U.S. Air Force after serving more than 20 years.

Brig. Gen. James P. Harley (AUS, Ret.), 74, died on June 24, 2007. Harley had more than 39 years of Army experience, including three years enlisted service, on active duty as well as in the Army Reserve and Army National Guard.

Brig. Gen. Harley held a variety of positions throughout his career including command of the 353d Civil Affairs Command from 1977 to 1981. Harley was a graduate of the Army War College and the Command and General Staff College at Fort Leavenworth and also held bachelor’s and master’s degrees from Fordham University along with an MBA from New York University.

Brig. Gen. Harley served as a director and vice-president of the Civil Affairs Association and was the recipient of its annual award in 1983. He was a distinguished member of the U.S. Army Reserve Civil Affairs Corps Regiment.

He is survived by his wife Miriam and daughter Catherine Harley Ryan. Brig. Gen. Harley was laid to rest at Arlington National Cemetery with full military honors on Sept. 6, 2007.
TriWest Healthcare Alliance

The day-to-day business of everyone at TriWest Healthcare Alliance, from the frontline call center staffs to those in its executive offices, is serving those who serve.

TriWest was designed and built solely to administer the military’s health care program, TRICARE, and operates in TRICARE’s West Region under a Department of Defense contract.

The company serves 2.9 million active duty personnel, National Guard and Reserve members, military retirees, and their families residing in 21 western states, including Alaska and Hawaii.

TriWest has made giving back to this special population part of its mission. TriWest has an aggressive and generous corporate giving initiative and an entire department dedicated to identifying and meeting their needs.

It’s not in TriWest’s contract. It’s ingrained in the spirit of the company and its nearly 2,000 dedicated people, about half of whom are retired military, service members, and family members of service members, who deliver on the promise – “Whatever it Takes” – each day and on every customer call.

If giving initiative pays for broken water heaters and other emergencies that military families have through family relief funds at military facilities. TriWest produced and distributed at no charge a DVD to help military families facing post-traumatic stress disorder issues. And TriWest contributes to large undertakings, including a new 60,000-square foot burn center at the Brooke Army Medical Center.

TriWest also contributed $550,000 to the Command and General Staff College Foundation to support its new Gen. Colin L. Powell Lecture Series.

“TriWest is proud of this new relationship with the CGSC Foundation and the ability to honor one of our great American leaders—Colin Powell—to perpetuate his legacy,” said TriWest President and CEO David J. McIntyre, Jr.

“Ensuring that our nation’s warriors receive the best physical and mental health care is an important mission that we do well, and contributing to the education of our nation’s military leadership provides us with a different kind of opportunity to help assure the health and welfare of our troops,” he said. “The education of the military officers and future leaders of our nation is critical, particularly at this difficult time in our nation’s history.”
SERVING THOSE WHO SERVE

Your Courage. Our Freedom.

TriWest honors the faculty and staff of the Command and General Staff College. We are proud to sponsor the Colin L. Powell Lecture Series, a program designed to inspire our military leadership, and sustain the strength and knowledge of our nation’s officer corp.

We are proud to provide access to quality health care and superior customer service to military families in the TRICARE West Region.

TriWest HEALTHCARE ALLIANCE®

Providing access to quality health care for 2.9 million members of America’s military family in the 21-state TRICARE West Region. 1-888-TRIWEST (874-9378) ★ www.triwest.com
CSC: SUPPORTING THE U.S. ARMY WITH WORLD-CLASS SYSTEMS, SOLUTIONS AND SERVICES

Whether you need strategic thinking, innovative solutions or mission or business support — you can count on CSC. We enable the U.S. Army to achieve excellence through world-class IT and business operations and specialized services and solutions.

- Doctrine and Organizational Development
- Leader Development
- Education, Training and Simulation
- Knowledge Management
- Information Technology Services
- System Operation and Maintenance
- Software Design and Architecture