



COMMAND AND GENERAL STAFF COLLEGE

FOUNDATION NEWS

No. 29/Fall 2021

CGSC Class of 1999 Alum
Lt. Gen. (Ret.) H.R. McMaster
delivers Powell Lecture

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World-class programs, people

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



AS 2021 COMES TO AN END, THE CGSC FOUNDATION CONTINUES TO SUPPORT THE COLLEGE WITH WORLD-CLASS PROGRAMS IN THREE GENERAL AREAS OF SCHOLARSHIP, OUTREACH, AND SOLDIER AND FAMILY SUPPORT.

The Foundation needs your help! We want to increase our outreach to alumni to keep you informed about what is happening at the College. This includes alumni from courses provided in residence, through the Department of Distance Education and The Army School System (TASS) through the Army Reserve. Please contact your friends and former colleagues and spread the word about the free *CGSC Foundation News*, our biannual magazine. Ask them to email their information to office@cgscf.org or call (913) 651-0624. Our goal is to raise awareness of the College and the programs the Foundation is providing.

Every year in August, the excitement begins on the first day of the academic year with the annual International Flag Ceremony. August is also the start of the year for the Foundation's board of trustees. On Sept. 22, 2021, new trustees were welcomed to include Mr. Pete Brownell, Col. (Ret.) Tim Carlin, Lt. Col. (Ret.) Jim Martin, Ph.D., Mr. Jason Peters, Mr. Rolf Snyder, Maj. Gen. (Ret.) Clyde "Butch" Tate, and Col. (Ret.) Dwayne Wagner. Thank you to Lt. Col. (Ret.) Sandra Ming-Doyle and Mr. Patrick Leis who concluded their tenure as trustees.

I want to publicly thank Mr. Mike Hockley for his commitment and leadership over the past four years as the Foundation chair. His tenure has included significant achievements, including strengthening the board's focus on supporting the College, even during the challenges brought on by the COVID-19 pandemic. We are fortunate that Mike's involvement with the board continues in his new role as the Immediate Past Chair.

Congratulations to Dr. Jack D. Kem upon his appointment as the Dean of Academics and Professor at the U.S. Army Command and General Staff College and the Chief Academic Officer for the Army University.

A highlight of the *CGSC Foundation News* is the list of personal and professional updates from alumni around the world. Feedback concerning these posts has been extremely positive with readers mentioning the joy of seeing updates from colleagues and friends with whom they have lost



PHOTO BY MARK H. WIGGINS

Brig. Gen. (Ret.) Bryan W. Wampler, left, was elected as the new chair of the CGSC Foundation during the board of trustees meeting on Sept. 22, 2021. Outgoing Chair Mike Hockley, right, had served as Foundation Chair since Aug. 29, 2017.

contact. Please submit your updates along with a photo at www.cgscfoundation.org/alumni/alumni-update.

The Foundation is pleased to announce the rebranding of the Simons Center for Ethical Leadership and Interagency Cooperation. The Simons Center provides lectures, brown-bag luncheons, forums and symposia that bring together experts to exchange ideas and collaborate on interagency and ethical leadership challenges facing U.S. government agencies. A new "flagship" activity of the Simons Center is the Arter – Roland National Security Forum. Please visit the newly updated Simons Center website at www.thesimonscenter.org to learn more about the events and activities that are available. Additional CGSC Foundation information is available at www.cgscfoundation.org.

If you are interested in supporting the financial needs of the Foundation, please find included with this issue of the *CGSC Foundation News* a no postage necessary self-addressed envelope that you can use to send your donation. You can also visit our donation page at www.cgscfoundation.org/donate. Other ways to give are located on the CGSC Foundation's website at www.cgscfoundation.org/support-us/ways-to-give. Please never hesitate to contact the staff or me to see how you can be involved in supporting the Foundation's mission. 🙏



For more information about the Foundation and to donate:

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

Your support matters

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

GREETINGS FROM FORT LEAVENWORTH, THE OLDEST CONTINUOUSLY ACTIVE MILITARY INSTALLATION WEST OF THE MISSISSIPPI RIVER, AND THE “BEST HOMETOWN IN THE ARMY.”

What a great day to be an American. Your Foundation continues to support the College and the people associated with it who serve our nation.

At our most recent board of trustees meeting, amongst our annual business, we farewelled a few members, elected new officers, elected members for continuous service, and welcomed several new members to our board. I thank Lt. Col. (Ret.) Sandra Ming-Doyle and Mr. Patrick Leis for their service over the past three years as trustees. Their perspective and talents strengthened our board. I also thank Mr. Michael Hockley for his four years of service as the chair of our board. Mike’s leadership and guidance were instrumental in the good work our Foundation does. We are fortunate that he will continue to provide his leadership and counsel, serving on our Executive Committee in the role of Immediate Past Chair. With Mike’s assumption of that role, we farewelled Lt. Gen. (Ret.) John Miller from the Immediate Past Chair role to the exalted status of Trustee Emeritus, where he, along with his fellow Emeritus Trustees, will continue to provide their special wisdom and guidance. We elected new officers and I thank and welcome the new chair of our board, Brig. Gen. (Ret.) Bryan Wampler, for taking on the leadership role and look forward to working with him as we continue to strengthen our Foundation and increase the value we provide in the development of leaders through our support to the College.

I also thank both our trustees who continue to serve, and those who have volunteered to serve as an officer or committee chair. Your willingness to serve in a position of responsibility speaks to your level of commitment and is very much appreciated. And it is with great excitement that I welcome our new trustees to membership on our Board. Trustees of the Class of 2024 are an impressive group and we are lucky to have them join us: Mr. Peter Brownell, Col. (Ret.) Timothy Carlin, Lt. Col. (Ret.) James Martin, Ph.D., Mr. Rolf Snyder, Maj. Gen. (Ret.) Clyde “Butch” Tate, and Col. (Ret.) Dwayne Wagner. To see our complete roster of officers and trustees, please refer to page 6. Thank you all for your service. It is a privilege to have you on our board.

Despite the unique challenges of our time, our Foundation



CGSC Foundation President/CEO Rod Cox provides welcoming remarks at the Distinguished Lecture Series program hosted by the Foundation’s Simons Center on Sept. 7, 2021. – See the feature story on page 18.

PHOTO BY MARK H. WIGGINS

continues to execute its mission and be value added to those we strive to serve. In support of the professional education at the College, we provided the recognition awards for the AY21 top graduates and academic achievers from the School of Advanced Military Studies and the Command and General Staff Officers Course and this summer we partnered with and supported the 2021 Army University Ethics and Wargaming Conference. This fall we have provided the AY22 Colin L. Powell Lecture Series presentation and have begun the monthly presentations of the AY22 InterAgency Brown Bag Lecture Series. In support of military families and the Fort Leavenworth community, we have provided funding and materials to the Skelton Library for family and children’s reading programs, funding to the International Military Families Sponsorship program, expanded our Gift Shop operations offering more unique gifts representative of CGSC and the fort, and funding for the 2021 International Military Students’ Families Fishing Derby. In support of our outreach mission, we conducted several activities that showcased College-related talent and connected with the general public, including a Simons Center National Security Forum on human trafficking in Des Moines, Iowa, a Vietnam War Commemoration Lecture Series event in Leavenworth, and a Simons Center Distinguished Lecture Series event in Kansas City, that featured former National Security Advisor, Lt. Gen. (Ret.) H.R. McMaster.

I encourage you to continue to send us your “Alumni Updates” and I ask you to do three things please: pass this magazine (after you have read it, of course) to a fellow alum who is not on our mailing list; send me the contact information of the person to whom you passed your magazine; and, make a donation to our Foundation to be part of our effort that makes a positive impact on the Soldiers and Military families here at the Command and General Staff College.

Your support matters. Contact me at rcox@cgscf.org. Stay safe. 🙏

Thanks to the Coronavirus Aid, Relief, and Economic Security (CARES) Act, you can make up to a \$300 gift to the 501(c)(3) non-profit organization of your choice and use it as a tax deduction on your 2021 taxes, even if you take the standard deduction on your returns. Please consider making such a gift to the CGSC Foundation.

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



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

The CGSC Foundation is an
equal opportunity provider.

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ON THE COVER

CGSC Class of 1999 alum Lt. Gen. (Ret.) H.R. McMaster delivers the AY22 Powell Lecture. – Story on page 18.
(photo by Ray Kachatorian, courtesy Lt. Gen. McMaster)

FROM THE EDITORS

In this edition we highlight the visit from Lt. Gen. (Ret.) H.R. McMaster who delivered our AY22 Powell Lecture and also spoke to an audience of Foundation friends and supporters at a dinner event the night before. In this edition we also have updates from the CGSC commandant and deputy commandant, as well as school directors, and for the first time, an update from the dean of academics. Along with all these updates from the College, the CGSC Foundation is also proud to showcase some of its other activities since the spring edition. Last, our "In Memoriam" section is a weighty one. We honor the memories of all four of these great individuals. We hope you enjoy this 29th edition of the *Foundation News*.



We support the College in three areas:

- **Scholarship**
- **Outreach**
- **Soldier and Family Support**

Our Vision

To become a supporting organization that is widely recognized as the national leader in membership, programs, innovation, and support to the U.S. Army Command and General Staff College to advance its mission of educating leaders for the challenges of the 21st century.

Our Mission

The CGSC Foundation supports the development of leaders of character and competence at the U.S. Army Command and General Staff College for ethical service to the nation through scholarship, outreach, and soldier and family support.

Our Value Proposition

We enhance the development of agile and adaptive leaders by helping connect the American public with the Army and the College in support of multi-service, interagency, and international leaders.

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Note: [] is the state of residence

Update from the Commandant

A Message to CGSC Students

by Lt. Gen. Theodore D. Martin

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



Lt. Gen. Theodore D. Martin

PHOTO COURTESY COMBINED ARMS CENTER PUBLIC AFFAIRS

CONGRATULATIONS ON OFFICIALLY ENTERING THIS NEXT PHASE OF YOUR MILITARY CAREERS AT THE UNITED STATES ARMY COMMAND AND GENERAL STAFF COLLEGE. Your time as field grade officers will offer new challenges. You will be asked to solve complex problems and serve as an organizational leader with character, competence, and commitment. I trust that it will be a professionally rewarding experience for you.

I'd like to offer some advice and perspective at the beginning of your new journey. First, I challenge you to use your time here wisely. Your time at Fort Leavenworth is a great opportunity to invest in your profession, your family, and your self-development. CGSC isn't a place to "take a knee," it's a place to reset and prepare for your future as a field grade leader. Your investment to master your profession is critical, and you owe it to your future teams to leave Fort Leavenworth prepared for what comes next. I expect every graduate of this course to be grounded in fundamentals, experts in their field, and possess a broader understanding of the joint, interagency, intergovernmental, and multinational community. There are many opportunities here to meet this challenge and the Army expects you to take advantage of them.

Your continued development as a field grade leader is paramount for the future of our Army. With this in mind, I want to offer some context about where we've been, where we are, and where we are going so you can understand your role in that future.

The U.S. Army is currently at an inflection point similar to other inflection points the institution has faced in the past. When I commissioned into the Army in 1983, our Army was transitioning after a period of war in Vietnam. The leaders of that generation transformed the Army into

a modernized force with increased capabilities that proved its mettle during Operation Desert Storm and beyond. Similarly, since 9/11, our Army has focused primarily on counterinsurgency (COIN) operations to meet the operational requirements of the Global War on Terror. Reflecting on the past two decades, we find ourselves again in another period of transition where we prepare for future challenges in uncertain times.

During the wars in Afghanistan and Iraq, our adversaries studied us and modernized their militaries. They gained capability advantages in cyber and space, and they advanced across other domains as well. The 2018 National Defense Strategy (NDS) reflects the need to adjust and counter these ever evolving threats. It offers a strategic roadmap for how the Joint Force will position itself to retain its competitive advantage against near-peer threats and other security challenges.

Guided by the NDS, the Army and Training and Doctrine Command (TRADOC) are addressing the challenges of the future in several ways – many of which will occur during your tenure as a student at CGSC. The Combined Arms Center has three main objectives: stewarding the profession, developing leaders, and driving change. Stewarding the profession is inextricably tied to building trust, and the Army is working toward that objective on multiple fronts, most notably by operationalizing the People First Strategy. To develop leaders, CAC is working toward professional military education (PME) modernization and implementing initiatives like Project Athena, the Battalion Command Assessment Program (BCAP), and the Colonels Command Assessment Program (CCAP). We are also driving change with the publication of the new Field Manual 3-0 next summer. FM 3-0 lays the doctrinal foundation for how the

- continued on page 8

CGSC isn't a place to "take a knee," it's a place to reset and prepare for your future as a field grade leader...

- from page 7

force will fight into the future, and it will be instrumental in guiding the Army through this inflection point in our history. Beyond those three objectives, the Combined Arms Center, in conjunction with Army Futures Command and led by TRADOC, is developing concepts for the future force of 2035. These concepts will be supported and implemented by evolutions across doctrine, organization, training, material, leadership and education, personnel, and facilities (DOTMLPF).

The Army is changing how we fight to meet future threats, and I want you to understand that you will play

a critical role in leading us into future. In the same way that the leaders coming out of Vietnam transformed the Army so that it could fight and win in the late 20th Century and into the early 21st Century, you will be part of the transformation of our force to fight in the future operational environment of 2029, 2035, and beyond. I want to impress upon you the seriousness of the challenges ahead. I also want you to embrace those challenges head-on, and to use your time here to sharpen yourselves and your peers so that you're ready to contribute and lead our Army into the future. 🇺🇸

Classes of 2021 graduate in virtual ceremonies

by Mark H. Wiggins, Managing Editor

School of Advanced Military Studies

ON MAY 27, 2021 THE SCHOOL OF ADVANCED MILITARY STUDIES CONDUCTED A VIRTUAL GRADUATION CEREMONY that was posted on the Army University YouTube and Facebook pages.

The graduating class was comprised of 155 students – 16 from the Advanced Strategic Leader Studies Program (ASLSP) and 139 from the Advanced Military Studies Program (AMSP). All graduates earned a masters degree.

During the ceremony, Col. Brian A. Payne, the 17th director of SAMS, provided welcoming remarks and introduced the guest speaker, Brig. Gen. Milford Beagle Jr., commanding general of U.S. Army Training Center and Fort Jackson, S.C. Beagle is a 2003 graduate of SAMS and at the time of the graduation ceremony, he was slated to be the next commanding general of the 10th Mountain Division. He took command of the division in July 2021.

Maj. Timothy M. Dwyer, U.S. Army, received the Col. Thomas Felts Leadership Award considered the top award for SAMS graduates. The award is presented to the student who best exemplifies all the desired attributes of an Advanced Military Studies Program graduate.

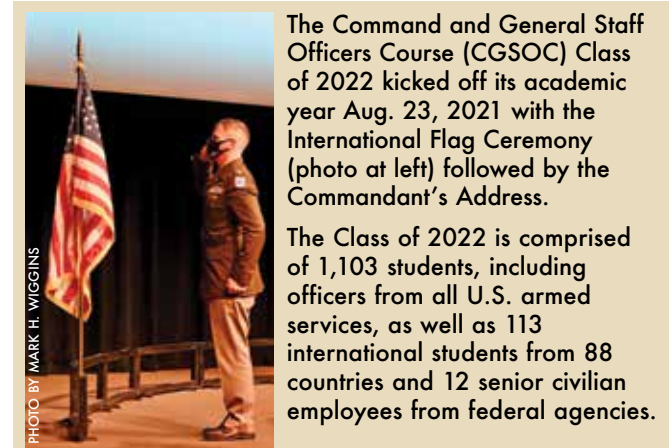
CGSOC

On June 18, 2021 the CGSOC Class of 2021 at Fort Leavenworth graduated with a virtual ceremony posted on the Army University and CGSC Youtube pages at 9 a.m. Gen. James McConville, 40th Chief of Staff of the Army, addressed the class.

There were 1,078 graduates, with 36 of them earning the Master's in Military Art and Science Degree.

The top awards for the class were:

The General George C. Marshall Award for the Distinguished U.S. student was awarded to Maj. Spencer



The Command and General Staff Officers Course (CGSOC) Class of 2022 kicked off its academic year Aug. 23, 2021 with the International Flag Ceremony (photo at left) followed by the Commandant's Address.

The Class of 2022 is comprised of 1,103 students, including officers from all U.S. armed services, as well as 113 international students from 88 countries and 12 senior civilian employees from federal agencies.

Flag ceremonies kick off Academic Year 2022



On July 17, 2021, the Western Hemisphere Institute for Security Cooperation (WHINSEC) CGSOC conducted their International Flag Ceremony, kicking off their 47-week-long course. A total of 67 students from 13 countries are part of this year's WHINSEC CGSOC class.

French, Military Intelligence.

The General Dwight D. Eisenhower Award for the Distinguished International Officer Graduate was awarded to Maj. Philip Anderson, International Military Student, United Kingdom.

The General Colin L. Powell Interagency Award for the Distinguished Interagency student was awarded to Mr. Michael Tom, Federal Bureau of Investigation. 🇺🇸

For a full list of awardees, more photos and video, visit the links below.

For more information, photos, and video see:



<https://www.cgscfoundation.org/sams-graduates-in-virtual-ceremony>

<https://www.cgscfoundation.org/cgsoc-class-of-2021-graduates-in-virtual-ceremony>

Update from the Provost

by Maj. Gen. Donn H. Hill

Deputy Commanding General-Education, Combined Arms Center

Provost, Army University

Deputy Commandant, Command and General Staff College



PHOTO BY MARK H. WIGGINS

Maj. Gen. Donn Hill, left, and CGSC Foundation President/CEO Rod Cox (right) visit with Lt. Gen. (Ret.) H.R. McMaster after his presentation as the AY22 Colin L. Powell Lecture Series lecturer to CGSC students in Eisenhower Auditorium in the Lewis and Clark Center.

FIRST, I WOULD LIKE TO THANK THE CGSC FOUNDATION FOR THEIR CONTINUED HOSTING OF THE COLIN L. POWELL LECTURE SERIES. Our most recent guest speaker from the lecture series was Lt. Gen. (Ret.) H.R. McMaster who spoke to the student body about his experience as the National Security Advisor, his service in Afghanistan, and some of the policies that led us to where we are today. CGSC students and faculty have benefited greatly from the lecture series, which has provided timely and relevant guest speakers, adding to the depth of the student's critical thinking and their understanding of current military topics.

The CGSS Class of 22 began common core a few weeks ago and we are excited to have a much larger contingent of foreign officers and interagency partners than we had last year. Additionally we were able to move the entire student body this summer so we do not have a second cohort that will move later in the year like last year.

After declining rates of COVID this summer, we saw increased rates at the end of summer and have rapidly adjusted back into a socially distanced learning environment for the start of

the academic year. The staff and faculty quickly responded to the change in Health Protection Condition (HPCON) and are using lessons learned from the previous two academic years to facilitate instruction in the classroom under COVID conditions. While the conditions make classroom instruction a little different than in pre-COVID years we are excited to have the students in the classroom for face to face instruction.

This year we are conducting a pilot of the Army's Health and Holistic Fitness Program (FM 7-22) within two of our teams (~120 students). In this pilot the students will be exposed to education on the five pillars of the program: physical readiness, nutritional readiness, mental readiness, spiritual readiness, and sleep readiness. The students will receive instruction from various post agencies on each of these pillars as well as assistance in creating individualized physical training plans. The goal of the program is to increase overall fitness while reducing injuries. We expect to expand this program to the entire

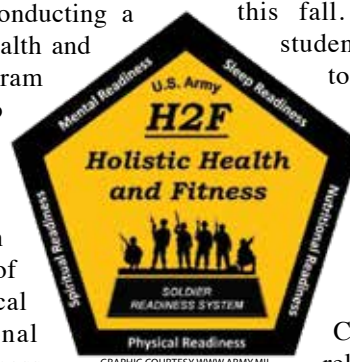
CGSS class for academic year 2023.

Training and Doctrine Command (TRADOC) has directed that the Large Scale Combat Operations (LSCO) scenario location for the U.S. Army's Common Scenario Exercise Program (CSEP) transition from the Balkans to include the Indo-Pacific theater. The 2018 National Defense Strategy identifies "China as a strategic competitor intimidating its neighbors and militarizing features in the South China Sea." As a near-peer competitor to the United States and a regional power, China will likely influence any military action in the Pacific. This CSEP campaign transition will provide students an opportunity to study the region, the threats, and the opportunities in this important theater.

CGSS faculty have already begun work to develop options for the location of this new scenario. The scenario will still afford us the opportunity to focus on the division and corps echelons in a LSCO fight. Additionally we expect to be able to implement the challenges imposed by anti-access/area-denial (A2/AD) as part of a larger multi domain operations (MDO) capability threat forces will possess. We will begin our campaign transition this academic year, with the students conducting a strategic estimate in the Pacific Region during C500 (Operational Art and Planning)

this fall. In the coming years students will be introduced to the scenario in C500 and will continue work in the same scenario through the completion of the CGSOC Advanced Operations Course.

As you can tell the College is maintaining its relevance to the Army as we focus on the Army's number one priority – people – and manage the inflection point of transitioning from two decades of conflict focused on counterterrorism and counterinsurgency to a multi-domain capable force postured to compete and if necessary fight and win in a LSCO environment. 🇺🇸





Update from the Dean

OBME, focused research part of key CGSC initiatives

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



Dr. Jack D. Kem
 Dean of Academics

GREETINGS! AS MANY OF YOU KNOW, IN LATE JULY 2021, DR. JIM MARTIN RETIRED AS THE CGSC DEAN OF ACADEMICS, AND I HAVE THE HONOR OF BEING HIS REPLACEMENT. As the Dean for five years – and as the associate dean before that for ten years – Dr. Martin accomplished a great deal for the Command and General Staff College. Two highlights of his amazing tenure at CGSC include the establishment of Bachelor of Arts in Leadership and Workforce Development for our senior NCOs at the Sergeants Major Academy, and the new Masters of Operational Studies for our Command and General Staff College. Dr. Martin made an impact on our Army and the Nation. We all owe Dr. Martin our gratitude for his faithful service.

The Command and General Staff College continues to march on with a number of key initiatives for the next year. The train keeps rolling at full speed! These initiatives include:

Outcomes Based Military Education (OBME)

This year marks a major change in our approach to education, starting with two of our academic programs, the Command and General Staff Officer Course (CGSOC), and the Advanced Strategic Leadership Studies Program, our War College program at the School for Advanced Military Studies (SAMS).

For years, we have focused our curriculum and our assessments on classroom activities using learning objectives to ensure our students demonstrated knowledge in what was taught. We would design our courses on different subjects, teach those subject or concepts, and then test the students to see how well they mastered the material. OBME changes

that focus from what was taught to what the students need to know upon graduation. The OBME focus is on Knowledge, Skills, and Behaviors that are need immediately upon graduation when our students may have to assume their warfighting tasks. By the end of this academic year in May 2022, CGSC should be certified under this new approach.

We are working to focus our research efforts...to answer questions that the Department of Defense and the Army need answered.

Research

This year will be the Year of Research for CGSC. – We are working to focus our research efforts from the faculty and students to answer questions that the Department of Defense and the Army need answered. We have always done research through our degree programs and by faculty publishing in their academic field, but we have not always focused that research on meeting the Army’s needs. We are establishing a “Key Operational Issues List” to provide guidance on issues that need research, and are also making a concerted effort to ensure the operational force is aware of the research that is produced by students and faculty. In the next year, we anticipate announcing a new faculty award supported by the CGSC Foundation to encourage faculty research and writing.

Interestingly, not all the research we do at the College consists of articles and books. An emerging area of research is the development of

Simulations and Wargames. This year we will start a new Scholar’s Program in Information Advantage, which includes the integration of artificial intelligence as an enabler. We’ll still conduct traditional research, but we are increasing the depth and breadth of our research to meet operational needs.

Scenario Development

Secretary of Defense Lloyd Austin has described China as our “pacing threat,” the only country that poses a systemic challenge to the United States. In response, we are rapidly changing our scenario from a predominately European focus to a focus on the Indo-Pacom Theater. We won’t ignore Europe, but will make a major shift to adjust how to fight and win in the geographic area of our “pacing threat.”

In addition to changing the major scenario from a geographic standpoint, we are also addressing understanding the “Chinese Way of War.” In September 2021, we began a series of faculty development seminars on the Indo-Pacom Theater and China. We will continue these seminars monthly to enhance the faculty’s knowledge of the geography, history, and military forces in Indo-Pacom.

I am honored to serve as the third civilian dean for CGSC, and deeply appreciate the efforts of the CGSC Foundation to enrich the College’s academic environment. Supporting research, providing awards for students and faculty, and sponsoring guest speakers such as Lt. Gen. (Ret.) H. R. McMaster all make a difference. I look forward to serving alongside the Foundation for many years as we advance our mission of educating leaders for the challenges of the 21st Century! 🙏



CGSS continues adapting, evolving despite challenges

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

Col. Tommy Cardone
Director, CGSS



THE COMMAND AND GENERAL STAFF COURSE (CGSOC) ACADEMIC YEAR 2022 IS UNDERWAY AND IN PERSON DESPITE THE PANDEMIC RESURGENCE. We continue to employ highly successful COVID mitigation measures, but now under the skillful management of our newly assigned Army University Surgeon, Maj. Amanda Laska, both the students and faculty are almost entirely vaccinated and our positive cases continue to be low. These factors have allowed us to manage a very successful on-boarding and integration program for the new academic year. Our school in-processed just over 1,100 students, with 113 International Military Students (IMS), 37 National Guard, 39 Army Reserve, 77 Air Force, 18 Navy, 27 Marines, one Coast Guard, 12 Interagency, and 779 active duty Army officers for this academic year.

Currently, the students are engaged with multiple subjects across history, leadership, force management, and unified action. They are also in the initial phase of interviewing for and determining their next duty assignment with a host of visiting units from across the Army, both from within the U.S. and throughout multiple countries around the world. They received briefs and engaged with multiple senior leaders throughout our Army, the latest of whom was Gen. Michael Garrett, commanding general of U.S. Army Forces Command. Additionally, the U.S. Army students took a series of personal and professional assessments

that will assist them in making the best career choices and developing self-improvement plans while in residence and beyond. The Army Talent Management Task Force (ATMTF) follows those assessments with an opportunity for students to pair up with professional coaching mentors to gain even more clarity for the best career path and field grade assignments.

The staff and faculty are coming off a productive summer cycle where they updated and re-invigorated the curriculum, worked on their doctorate degrees, and honed their craft in order to maintain the superb level of academic competency that is always indicative of the Command and General Staff College. Additionally, the faculty continues to engage “up and out” as observers at the National Training Center in Fort Irwin, Calif., the Joint Readiness Training Center in Fort Polk, La., and a multitude of Warfighter Exercises throughout the world. They are truly the professional lifeblood of the professional military education enterprise.

Within the Command and General Staff College we always seek to remain relevant in our curriculum. When the global security environment changes, we must then analyze the world stage and evolve our curriculum accordingly. Therefore, under the guidance of CGSC Commandant Lt. Gen. Theodore Martin and Deputy Commandant Maj. Gen.

- continued on page 12



FACULTY HIGHLIGHT



PHOTO COURTESY ARMYU PUBLIC AFFAIRS

Dr. Dean A. Nowowiejski - Ike Skelton Distinguished Chair for the Art of War

Dr. Dean A. Nowowiejski, director of the Command and General Staff College Art of War Scholars program, was promoted to full professor during the Army University Academic Awards Ceremony Aug. 19, 2021.

Dr. Nowowiejski has directed the CGSC Art of War Scholars Program since 2013. He has 15 years of experience teaching at the graduate level, has directed dozens of master’s theses, and has served for 31 years as a commissioned officer in the U.S. Army. His book *American Army in Germany, 1918-1923*, published by the University Press of Kansas, is in print this month.



For more information and a full list of faculty promotions and awards, see the story in the *Fort Leavenworth Lamp*:

<https://www.ftleavenworthlamp.com/uncategorized/2021/08/26/army-university-recognizes-faculty-accomplishments>

- from page 11

Donn Hill, we have begun a scenario rewrite, primarily for the Advanced Operations Course that shifts the curriculum from a scenario based in Europe to a scenario based in the Indo-PACOM region of the world. This process is long and very complex, so we will phase it in over the next two academic years. This rewrite will allow students to experience and work within the challenges of planning for and conducting Large Scale Combat Operations (LSCO) in one of the world's most contested and geographically diverse environments as part of a joint multi-national force.

Our first group of students under the Tailorable, Talent-Based, Military Education-Level 4 (TTBM4) program is enrolled and in-person for this academic year. Approximately 60 Students from all over the world are attending CGSS in a Temporary Duty (TDY) status and will execute the first semester of Common Core. The second TTBM4 group will then follow in the winter and complete the Advanced Operations Course. This initiative, now in Phase 2, allows students to attend CGSS in person who would otherwise have attended one of our four satellite campuses.

We are moving our satellite operations from Fort Lee and Fort Gordon to reside in the Lewis and Clark building as part of an Army initiative. Our TTBM4 teaching teams will absorb an increasing number of TTBM4 students over the next two years, eventually reaching fully operational status with almost 200 students attending TDY for both the Common Core and Advanced Operations Course. This is a huge milestone for the Army and CGSS as we integrate

more officers into the "Leavenworth Experience."

As we expand our student population at Fort Leavenworth, we are also expanding our outreach to the student spouse population through the newly developed CGSS Spouse Program. Developed and implemented last academic year, the Spouse Program is designed to present guest speakers, spouse discussion panels, and resource presentations. The mission of the program is nested with the larger Army University Spouse Coordination Office that "...develops and implements how the Army prepares spouses by coordinating, planning, and developing strategies to train, educate, and grow leaders while advocating the Spouse Development Program goals to enhance Total Army Readiness." Specifically, the CGSS Spouse Program provides seminars and events designed to arm spouses with tools for personal and family resiliency, and prepare them for challenges they may face as their families move on to more demanding field grade assignments. The latest program was a resounding success and included a seminar with CGSS spouses and Mrs. Lorelei Garrett, spouse of the FORSCOM commander.

The Command and General Staff College continues to provide world-class military education with a world-class faculty. While each academic year is slightly different, this one will prove to be one of the most enriching and inspiring years for the future leaders of the U.S. Army, our sister services, and the international military students during their professional careers. - **Educate to Win!** 🇺🇸



FACULTY HIGHLIGHT

Lt. Col. James Bender - TASS



Lt. Col. James Bender, a CGSOC instructor since 2009 with the 10th Battalion, 80th Regiment (97th Training Brigade), used his experience and technical savvy to assist the 97th Training Brigade with conducting all TASS CGSOC courses via remote operations during the pandemic in 2020. He assisted the brigade and helped manage three different curriculum support teams as they modified the curriculum to meet hybrid best practices and accreditation requirements. He also partnered with Dr. Wendell Stevens of CGSC's Department of Distance Education to develop a TASS Distance Learning Instructor Course (DLIC), which soon became a preparatory course for all TASS instructors. When not in uniform, Bender works as a Learning Designer at Michigan State University where he builds courses, assesses their outcomes, and crosses department isles to consider possibilities between disciplines.

Lt. Col. Vickie M. Lorensen - TASS

Lt. Col. Vickie Lorensen, joined the Mississippi faculty team of the 11th Battalion, 108th Regiment (ILE) in 2012. After teaching CGSC for a period of time she became the director of instruction for the battalion. While serving as DOI, she earned her doctorate degree in Health Administration.

In her civilian profession, Lorensen serves as the director of Continuing Health Professional Education at the University of Mississippi Medical Center and is also on the faculty of the University of St. Augustine for Health Sciences. She completed the advanced faculty development course at Fort Leavenworth and returned back to the CGSC classroom as an instructor and was recently selected for the U.S. Army War College in the class of 2023. She has also earned the highest credential in her civilian field, the certified healthcare CPD professional certification, in spring 2021 and joined the American College of Healthcare Executives, where she currently serves on the board at the state chapter level. Lorensen is the personification of a life-long learner as evidenced by her service and her accomplishments.



PHOTOS COURTESY 97TH TRAINING BDE (CGSOC), USAR

SHAPING TOMORROW'S LEADERS TODAY

Brownells is proud to be a long-term supporter of the CGSCF and its mission to aid the Command and General Staff College in developing versatile, well-rounded leaders for our military, both on and off the battlefield.

Brownells is a veteran-owned industry leader in supplying firearms, gun parts, ammunition, gunsmithing supplies, and shooting accessories to lawful civilian gun owners, law enforcement, and the military.

From its founding just before World War II, Brownells has aided the United States military directly through our core business, as the manufacturer of 3.3 million M16/M4 rifle magazines for U.S. Army TACOM, and by our contributions to veterans organizations and events, including a close relationship with the Special Operations Wounded Warriors (SOWW) non-profit.

Most recently, we sponsored the inaugural presentation of the CGSC Simons Center National Security Forum held in Des Moines, Iowa, earlier this year.





Blazing the trail again

by Col. Brian A. Payne
Director of the School for Advanced Military Studies

Col. Brian Payne
Director, SAMS



Twenty months ago the world struggled to grasp the magnitude to which COVID would impact our daily routines and lives. The veracity of spread and the severity in death toll necessitated significant adjustments and innovative alternative teaching methods. SAMS led the way in pioneering remote learning procedures and protocols early, retooling the educational semester during the programmed spring break. Unfortunately, COVID forced the cancellation of the annual Western Theater Staff Ride for the Advanced Military Studies Program (AMSP) Program and all of our Marshall's Scholars Combatant Command visits. These events were executed virtually for the 2021 academic year to a lesser degree of success.

When the vaccination opportunities emerged, SAMS was one of the first organizations to achieve a 100% status, enabling us to resume in class education. With the creation of a protective bubble, SAMS resumed in person classes under a stringent protocol for testing, decentralized decision making, and individual responsibility. As the Delta Variant began to spread, serious concerns emerged over resuming our programmed travel. The SAMS team formed an Operational Plans Team to develop options, identify criteria, monitor and collect relevant information to ensure the team met educational objectives safely and effectively. Although environmental conditions in both the Southern states and in Europe cast a dark shadow, the team continued to press for the physical attendance option.

As the day for decision approached, the team laid out the risks associated with attending in person, the opportunity costs of not going, mitigation efforts, and critical conditions that needed to be met and maintained. Vaccine and infection rates and available intensive care bed space were among the statistics collected by county and country. Key areas of risk were travel modes, externally procured meals,

and hotel check in procedures. Mitigation measures, such as rapid testing before, during and after travel, a liaison officer check-in with hotels for all keys and distributed to students, and organized, group outdoor meals whenever possible were introduced. The SAMS director judged that the mitigation measures adequately reduced risk to the force and mission and directed the deployment of Advanced Strategic Leader Studies Program (ASLSP) students to Europe and AMSP students to Vicksburg, Mississippi.

On Sept., 12, 21 students and faculty departed Kansas City for a two-week field study to Europe. Arriving in Brussels, the team met with elements at Supreme Headquarters Allied Powers Europe (SHAPE), multiple U.S. embassies to European Allies, and NATO headquarters before moving on to Finland. In Helsinki, the team met with the National Defense College faculty and Finnish military leaders to gain the perspective of a non-NATO partner regarding European

Defense. After observing training of a Finn Armored Brigade, the team continued travels to Estonia where they conducted a series of collaborative educational experiences at the Baltic Defence College in Tartu.

The team closed out the travel in Stuttgart, Germany with visits to U.S. European Command, U.S. Africa Command and Special Operations Command – Africa, gaining an appreciation for the challenges and opportunities present within the regions and globally. The value of the in-person travel eclipsed the previous year's virtual efforts and remains a major strength of the ASLSP experience among all other CSC alternatives in producing strategic thinkers and leaders.

Simultaneously, AMSP deployed 106 majors in two sorties to conduct the Western Theater Staff Ride. Four seminars departed Fort Leavenworth on Sept. 13, with four



Members of SAMS' Advanced Strategic Leader Studies Program (ASLSP) gather with their counterparts at the Baltic Defence College in Tartu, Estonia, during their trip to Europe Sept. 12-25, 2021.

more departing the following week. Students traveled by charter bus to Jackson, Tennessee, to position for the first day at the Shiloh Battlefield Park. The seminars followed the path of the Union led by Gen. U.S. Grant through the Shiloh battle, Holly Springs, and Corinth; key battles that formed Grant's approach to the lower Mississippi Valley and Vicksburg. The Corinth visit included a stop at the historic contraband camp in which newly freed slaves were able to transition to freedman and either perform paid work or enlist as Soldiers to continue the fight for freedom. Descending on Vicksburg, students wrestled with the city's formidable defenses and explored Grant's many efforts to envelop Pemberton's force west and south as the campaign developed. On the final day, students traced the path of several of Grant's branch plans visiting battle sites at Raymond and Champion Hill before closing out with the Vicksburg Siege. Throughout the experience students observed competing commanders' attempts to

arrange tactical actions spatially and temporally to produce operational efforts and achieve strategic and political outcomes. The physical interaction with the employment of operational art is priceless to the education of our future planners and organizational leaders.

On Sept. 25, both programs completed travel and returned to Leavenworth better educated and COVID free. Despite the early shock of COVID, SAMS adapted to the changing operational environment, adjusted our approach to mitigate risk, continued to communicate with senior leaders to garner support and deliver quality education for our students. The diligence of the SAMS faculty in planning, preparing and coordinating the travel agendas, educational visits, and safety/COVID protocols were the moniker of success. SAMS continues to do what it has always done – deliver the best quality education to exceptionally talented officers in order to drive the operations process in support of Army senior commanders. 🇺🇸



PHOTOS COURTESY ARMY PUBLIC AFFAIRS

In August 2021, two seminars from the School for Advanced Military Studies (SAMS) Advanced Military Studies Program (AMSP) Program employed the game "Diplomacy" to understand better the diplomatic and economic elements of national power.



Proud supporter of the CGSC Foundation and the students, staff, faculty and family members of the U.S. Army Command and General Staff College.



Command Preparation Program Redesign Update



by Col. Christopher (Chris) J. Cardoni
Director of the School for Command Preparation

Col. Chris Cardoni
Director, SCP

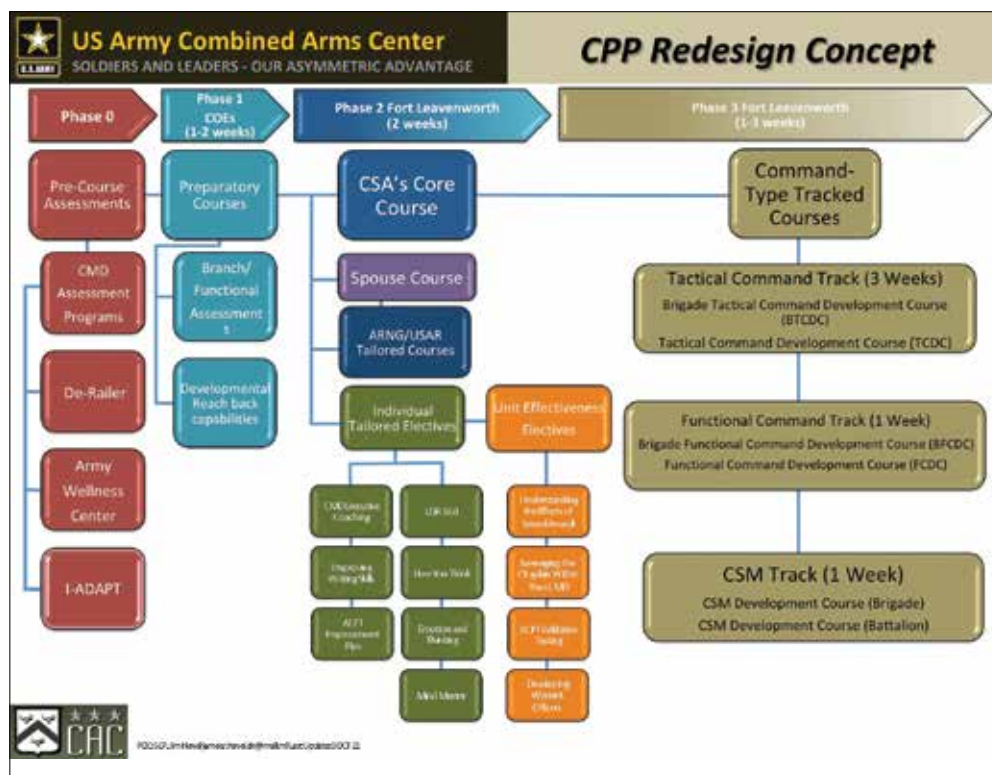
In the last issue of the *Foundation News* the School for Command Preparation (SCP) was in the middle of the most impactful redesign of the Command Preparation Program in over a decade. The two primary drivers for the redesign are to tailor the training based on individual requirements and the type of command. Another benefit to the redesign is we will execute seven classes per year as opposed to ten, providing students a much larger cohort to interact with during their time at Fort Leavenworth. Now that the redesign is complete and we prepare to execute our first course in October 2021, I wanted to take this opportunity to help you visualize the redesign concept while providing some fidelity on our electives to better tailor your individual needs and education at the pre-command course (PCC).

The Command Preparation Program redesign was a collaborative effort between the School for Command Preparation (SCP), Army Centers of Excellence (COEs), Human Resources Command (HRC), and the Army National Guard and Reserve. This collaboration resulted in a four phased approach to educating our future Brigade and Battalion Command Teams and spouses. Phase 0 consists Pre-Course Assessments to be conducted prior to attending any resident pre-command courses. Phase 1 consists of the branch and functional pre-command courses such as the Field Artillery PCC and Garrison PCC, respectively. Phase 2 is the “Chief’s Core” PCC conducted for all future brigade and battalion commanders and command sergeant’s major (CSM), and conducted at Fort Leavenworth. Phase 3 consists of three Command Type Tracked Courses; the tactical command track, functional command track, and the CSM track, also conducted at Fort Leavenworth.

Phase 2 also includes a Spouse Program; attended by

the spouses of future Brigade and Battalion Commanders and Command Sergeants Major. This program focuses on informal leadership, resiliency, Army programs, and the Soldier and Family Readiness Group. The Spouse Program includes small group work with competent faculty, and numerous engagements with strategic Army leadership, senior spouse advisors and representatives from various Army level programs.

The Command Preparation Program (CPP) figure below shows the length of each phase as well as the major components of each phase.



GRAPHICS COURTESY COL. CARDONI, SCP

As stated earlier, one of the primary drivers behind the redesign was to tailor each individual’s education to their needs. To that end, SCP devoted a significant amount of effort towards our electives offerings. In order for a student to make an informed choice regarding electives during Phase 2, it is vital students complete the Pre-Course Assessments during Phase 0. Many of the active duty students coming through PCC currently are also the same officers who were assessed for command through the Command Assessment

Program (CAP), and it was during CAP many officers were truly assessed for the first time in their careers. However, National Guard and Reserve Officers and CSMs as well as active duty battalion CSMs are not required to attend CAP-like assessment and currently only CSMs competing for brigade level CSM positions are assessed during the Sergeants Major Assessment Program (SMAP) as part of the CAP.

Although officers do receive some feedback regarding their performance at CAP through an outbrief process, it is not the same level of detailed feedback an officer would receive when they complete the Center for the Army Profession and Leadership (CAPL) developed Project Athena assessments, required at each level of Professional Military Education. As a result, CAPL assisted SCP in providing two assessments during Phase 0, the Command De-Railer Tool (De-Railer) and the Individual Adaptability Inventory (I-ADAPT).

As described by CAPL, derailment occurs when an individual fails to reach their level of potential or underperform when they transition to a level of greater responsibility. The De-Railer tool helps leaders gain insight into choices that become less appropriate at higher organizational levels and conditions that pose greater stress and challenges. The I-ADAPT assesses tendencies to be adaptable across eight dimensions and helps leaders understand how they respond to change, and adapt their behavior accordingly. Combined with the Leader 360 Assessment, De-Railer and I-ADAPT provide students a much better understanding of their strengths and areas for improvement. Information provided to each student from these assessments will allow them to select the right electives and create an Individual Development Plan focused on improving their leadership attributes and competencies.

The electives offered during the Chief's Core Course are broken down into two categories: Individual Tailored Electives and Unit Effectiveness Electives. The Unit Effectiveness Electives are self-explanatory. The Individual Tailored Electives include *How You Think*, *Emotion and Thinking*, and *Mind Master* electives. In collaboration with the Ready and Resilient (R2) Performance Center on Fort Leavenworth, the SCP is offering these electives for the first time beginning in October 2021.

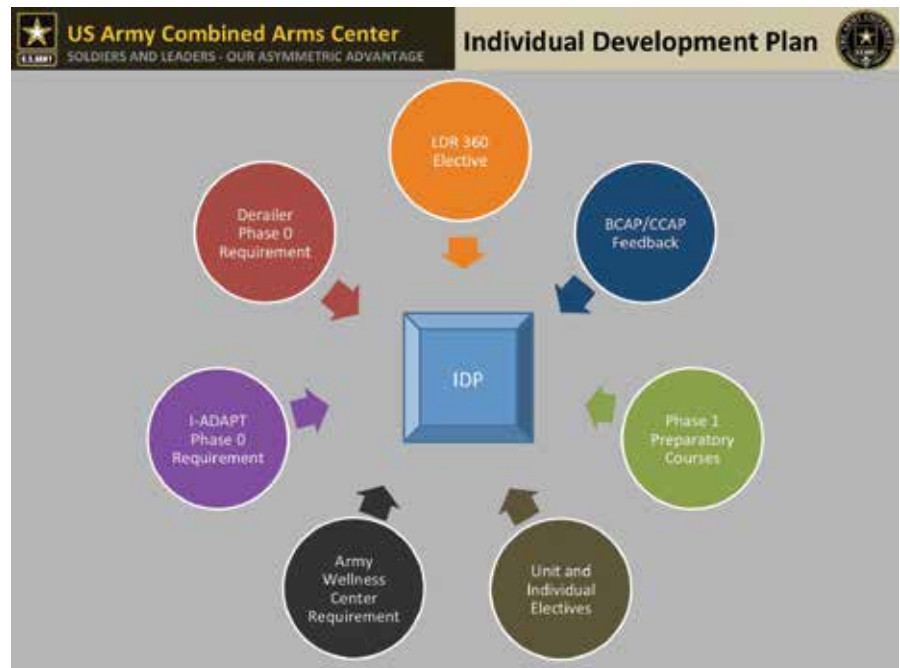
The *How You Think* elective is designed to help leaders understand how they think and to establish effective patterns of thinking. By completing this elective, leaders will have a better understanding of how to manage their own patterns of thinking and how to help those they lead to do the same.

The *Emotion and Thinking* elective will provide individuals with a better understanding of how our emotions and core beliefs effect how we think and interact with others. This course will help individuals to better manage their emotions, identify effective emotional states, and to communicate effectively in difficult conversations.

The *Mind Master* elective will help leaders to better manage stress and create a more mindful approach to their day-to-day lives and leadership. By completing this elective, individuals will have the skills to establish routines that help minimize unnecessary stress, facilitate recovery, and drive daily mindful engagement.

Most importantly, these three electives are scheduled during Command Team Spouse Course in Phase 2, so the spouse may attend with the service member if interested.

The figure below demonstrates all the inputs for students to build an effective Individual Development Plan (IDP).



Brigade and battalion leadership are the most impactful level of leadership in the U.S. Army. As Gen. McConville stated regarding battalion commanders, “Battalion commanders are the seed corn for the Army’s future strategic leaders. They are the leaders from which we select most future colonels and general officers. They will one day lead the Army and make decisions that directly impact American national security.”

The focus for the Combined Arms Center, Army University and School for Command Preparation is to ensure these leaders have every opportunity to become more self-aware, and provide formations with competent, committed leaders of character prepared to lead change, win in unified land operations, and ready to meet the Army’s 21st century challenges.

We look forward to seeing you at Fort Leavenworth. 🇺🇸



Colin L. Powell LECTURE SERIES

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

Former National Security Advisor delivers Class of 2022 Powell Lecture

by Mark H. Wiggins, Managing Editor

Lieutenant General (Ret.) H.R. McMaster, who served as the 26th assistant to the President for National Security Affairs, presented the annual Colin L. Powell Lecture for students of the Class of 2022 at the U.S. Army Command and General Staff College Sept. 8, 2021, at Fort Leavenworth's Lewis and Clark Center.

McMaster began the morning speaking to the Command and General Staff Officers Course (CGSOC) class gathered in the Eisenhower Auditorium of the Lewis and Clark Center. After his remarks and a Q&A session, he visited one of the CGSOC classrooms for a more in-depth check-in with those students to continue the conversation about national security issues and strategic planning. After the classroom visit, McMaster also spoke with the 2022 class of the School of Advanced Military Studies in Marshall Auditorium of the Lewis and Clark Center.

McMaster's remarks and discussions with the students were not "for attribution," which enabled him and the students to discuss issues freely without reservations. His presentations at each stop of the morning were met with enthusiastic, but tough questions from the students.

"We couldn't be happier with the general's level of engagement during his time with us," said CGSC Foundation President/CEO Roderick M. Cox. "He has a way of communicating that connects with his audiences and we all learned something from him during his presentations."

The evening before the Powell Lecture, McMaster was the Foundation's guest speaker at Simons Center Distinguished Lecture Series event at the Carriage Club in Kansas City, Mo.

During the dinner event McMaster began his remarks commenting on his eagerness to serve the commander-in-chief as the national security advisor, but spent the bulk of his time speaking to what he called the "catastrophe" in Afghanistan and how it has its roots in misunderstanding, self-delusion and strategic incompetence and narcissism. He also spoke about its effects on Afghan and U.S. citizens from a political and security perspective and what we all can do to begin to recover from this catastrophe and try to improve our competence and regain our confidence in who we are as a people.

"We heard that we had accomplished nothing in

Afghanistan, we had wasted trillions of dollars, but then we watched as the Afghan people, especially women, overnight lost the freedoms they secured over two decades with the support of the United States and our partners," he said.

"We heard that Afghan forces should have fought harder, that they rolled over, that they lacked will, but tens of thousands of Afghans made the ultimate sacrifice and the psychological blows delivered through America's capitulation agreement with the Taliban, forced release of 5,000 Taliban prisoners, withdrawn air support, and sudden retreat fell harder on the Afghan government and security forces than even the physical blows the Taliban could deliver."

After his comments describing the catastrophe in Afghanistan, McMaster shifted to talking about what we could all do to restore our confidence. He said the traumas of today are not unprecedented, citing events in the 1970s – the U.S. effort to leave and then recover from Vietnam, our civil rights struggles, the Iranian hostage crisis, and the oil crisis, economic struggles, so on. Pessimism pervaded the 70s and the United States appeared weak and in contrast, the Soviet Union appeared strong. Similarly, after recent traumas with a pandemic, a recession, social divisions laid bare by George Floyd's murder and the violent aftermath, vitriolic partisan political divisions...and now this self-inflicted defeat in Afghanistan, have all added to a narrative of American decline.

"We can all do our part now to overcome our differences, reinforce the worn fabric of our society, and work together to strengthen our nation and the free world," McMaster said. "To realize the vision of the motto that appears on the Great Seal of the republic — E pluribus unum — Out of many, one. As the patriot and civil rights activist Rosa Parks observed, 'We will fail only if we fail to try.'"

McMaster served as a commissioned officer in the U.S. Army for 34 years after graduation from West Point in 1984. He earned a doctorate in military history from the University of North Carolina at Chapel Hill and is the author of *Battlegrounds: The Fight to Defend the Free World*.

During his military career McMaster served as deputy commanding general of the U.S. Army Training and Doctrine Command; commanding general of the Maneuver Center of

- continued on page 20

For more photos and video, see:



<https://www.cgscfoundation.org/former-national-security-advisor-delivers-class-of-2022-powell-lecture>

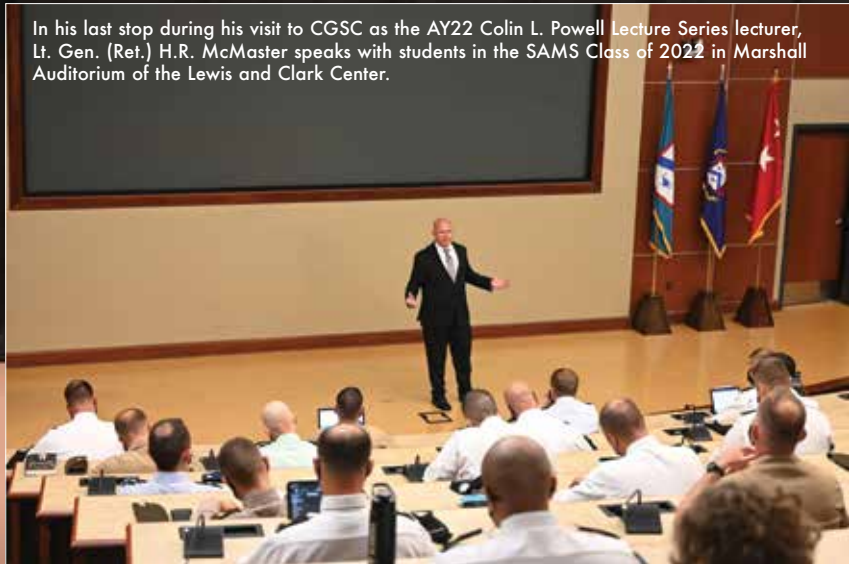
<https://www.cgscfoundation.org/retired-general-author-scholar-presents-at-cgsc-foundation-event-in-kc>



CGSC Foundation President/CEO Roderick M. Cox presents Lt. Gen. (Ret.) H.R. McMaster with a commemorative Colin L. Powell coin in appreciation of his presentation as the Colin. L. Powell Lecture Series speaker for Academic Year 2022.



After the lecture in Eisenhower Hall, Lt. Gen. (Ret.) H.R. McMaster visits with CGSOC students in a classroom for a more in-depth conversation about strategy and national security.



In his last stop during his visit to CGSC as the AY22 Colin L. Powell Lecture Series lecturer, Lt. Gen. (Ret.) H.R. McMaster speaks with students in the SAMS Class of 2022 in Marshall Auditorium of the Lewis and Clark Center.





Photo at left and above: Retired Lt. Gen. H.R. McMaster, the 26th assistant to the President for National Security Affairs, delivers remarks during the CGSC Foundation's Simons Center Distinguished Lecture Series event at the Carriage Club in Kansas City, Mo., on Sept. 7, 2021. More than 200 guests filled the ballroom.

ALL PHOTOS BY MARK H. WIGGINS



Excellence and Fort Benning; and commander of the Third Armored Cavalry Regiment. He was a company commander in Operation Desert Storm in 1991, earning the Silver Star for his actions there. After Desert Storm he served as a history professor at West Point from 1994-1996. He graduated from the U.S. Army Command and General Staff College in 1999, after which he commanded 1st Squadron, 4th Cavalry Regiment from 1999-2002, then later, commanded the 3rd Armored Cavalry Regiment from 2004-2006, deploying to Iraq with the regiment.

McMaster currently serves as the Fouad and Michelle Ajami Senior Fellow at the Hoover Institution, Stanford University. He is also the Bernard and Susan Liautaud Fellow at the Freeman Spogli Institute and lecturer at Stanford University's Graduate School of Business.

Sponsored by the CGSC Foundation, the intent of the Colin L. Powell Lecture Series is to invite national and international distinguished personalities to provide lectures on contemporary issues to the faculty, student body, community and business leaders at the Command and General Staff College. 🍷



Retired Army Special Forces Maj. Mark Nutsch, left, renowned leader of the U.S. Army Special Forces A-Team that went into Afghanistan in the early days after 9/11 and rode on horseback against the Taliban, presents retired Lt. Gen. H.R. McMaster with an autographed bottle of his own "Horse Soldier Bourbon." Nutsch presented the gift on behalf of the CGSC Foundation to thank McMaster for accepting the Foundation's invitation as the guest speaker for the Simons Center Distinguished Lecture Series event on Sept. 7, 2021, at the Carriage Club in Kansas City, Mo.

Simons Center

Distinguished Lecture Series

with Keynote Speaker Lt. Gen. (Ret.) H.R. McMaster
Sept. 7, 2021
The Carriage Club • Kansas City, Mo.

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Foundation sponsors first International Family Fishing Derby

by Mark H. Wiggins, Managing Editor



PHOTOS BY MARK H. WIGGINS

Left - Lt. Col. Ahmed Etman from Egypt along with his wife and three daughters fish from the dock. Center Left: Ramazi Batsilzdve, son of Maj. Vakhtangi Batsikadze from Georgia, receives a rod for taking second place in the male youth division. Center Right: Maj. Yu-yung Chiu from Taiwan shows off her catch. Right/Top: Maj. Victor Doncenco from Moldova and his son show off their keeper catfish. Right/Bottom: DaNae Estabine, a volunteer with Fishing's Future, teaches children of international students attending the Command and General Staff Officer Course how to handle fish once caught.

THE FORT LEAVENWORTH ROD & GUN CLUB HOSTED THE POST'S FIRST-EVER INTERNATIONAL FAMILY FISHING DERBY AT MERRITT LAKE ON FORT LEAVENWORTH ON SEPT. 11, 2021.

The event was open to everyone, but targeted specifically at the international students and their families who are part of the Command and General Staff Officer's Course (CGSOC) Class of 2022.

The derby was supported by volunteers from Fishing's Future, a nonprofit organization dedicated to teaching the skills and benefits of recreational angling, and the Leavenworth Bass Club. The CGSC Foundation sponsored the derby with the fishing bait and the concessions.

"This derby is the result of a conversation between Jim Fain, director of the CGSC International Student Division, and me," said Larry Noell, president of the Fort Leavenworth Rod & Gun Club. "We felt it was a great opportunity to teach the participants a bit about the sport and bring them together with us in a family atmosphere."

Noell said the Rod & Gun Club has hosted fishing derbies before, but none were focused on bringing out the international families that are at Fort Leavenworth each year for the Command and General Staff Officers Course.

"This event allows us to show our international families a piece of Americana," added Rod Cox, CGSC Foundation president/CEO, "and it fits well-within the Foundation's mission of supporting Soldiers and families."

According to Noell, there were 123 registered participants representing 34 countries.

"This is the first fish I've ever caught," beamed Maj.

Yu-yung Chiu, a Taiwanese army officer enrolled in the Command and General Staff Officers Course Class of 2022, as she held up the catfish she had just reeled in. "And this is very fun."

That spirit of fun was visible all around the lake with families and their children lining the docks and the banks trying out their newfound casting skills, getting over the squeamishness of baiting their hooks with worms, catching the elusive "stick bass" and ultimately reeling in their catch.

Before the families began fishing, volunteer instructors from Fishing's Future provided classes on various aspects of fishing including how to identify fish species, how to handle them once caught, and how to cast with a closed-face reel. Once the fishing began volunteers from the Leavenworth Bass Club and the Fort Leavenworth Rod & Gun Club also pitched in to help solve problems, reinforce casting techniques, bait hooks and cheer the participants on.

At the end of the fishing period Noell presented awards. First and second place winners received a new rod and reel combination from Fishing's Future instructor Bill Horvath.

At the conclusion Noell thanked all the participants, volunteers and sponsors. In a quiet moment after the ceremony while participants were leaving and all the equipment was being packed, he hinted that this derby was special and possibly worth repeating every year as long as the support was there. Given the smiles and laughter throughout the event and the enthusiastic cheers and applause during the awards ceremony by all the international families, one could say he may be onto something. 🐟



For a list of all the winners and more photos:

<https://www.cgscfoundation.org/foundation-sponsors-first-international-family-fishing-derby/>

Fort Leavenworth inducts four into Hall of Fame

by Harry Sarles, Army University Public Affairs

FORT LEAVENWORTH INDUCTED FOUR NEW MEMBERS TO ITS HALL OF FAME ON MAY 20, 2021, AT THE LEWIS AND CLARK CENTER.

Maj. Gen. Donn Hill, Combined Arms Center deputy commanding general for education and Command and General Staff College deputy commandant hosted the ceremony.

This year's inductees were Gen. Leonard T. Gerow, Brig. Gen. Elizabeth P.

Hoisington, Brig. Gen. Sherian G. Cadoria, and Mrs. Elizabeth Schenck Smith. The three women are the first to be inducted into the Fort Leavenworth Hall of Fame.

The Hall normally inducts two persons each year, but since no ceremony was conducted in 2020 due to COVID precautions, the 2020 and 2021 ceremonies were combined.

Gen. Leonard T. Gerow was a communications officer in France in World War I and commanded the 29th Infantry Division, V Corps, and the 15th Army in World War II. He was the Commandant of the Command and General Staff College in 1945 and then headed a commission to reform Army education. In 1954 he was recalled to active duty and served on the Army Logistical Support Panel during the Korean War.

Brig. Gen. Elizabeth P. Hoisington was commissioned in the Women's Army Auxiliary Corps in 1943. She served in Europe in World War II and supported President Truman's attendance at the Potsdam Conference. She remained in Europe as the personnel officer for 6th Army and at Supreme Headquarters Allied Powers Europe. She later commanded the Women's Army Corps Center at Fort McClellan, Alabama and then served as the Director of the Women's Army Corps. She was the second woman promoted to brigadier general.

Commissioned in 1961, **Brig. Gen. Sherian G. Cadoria** served in Vietnam as an administrative officer for the Provost Marshal's office. She was the first African-American



woman to graduate from the Command and General Staff College and the Army War College. She commanded the 1st Region, U.S. Army Criminal Investigation Command and was the 1st African-American woman promoted to brigadier general. She was Deputy Commanding General and Director for Mobilization and Contingency Operations for the Total Army Personnel Command when she retired in 1990.

Mrs. Elizabeth Schenck Smith is the second civilian inducted into the Hall. She accompanied her husband when he attended the School of the Line and then the General Staff School at Fort Leavenworth from 1919 to 1921. After passage of the 19th Amendment, she led a group that lobbied for reforms that enabled military wives to vote. Later, she established the Fort Leavenworth Women's Club, the forerunner of today's Fort Leavenworth Spouses' Club (FLSC). She was also a founder of the Fort Leavenworth Parent Teacher's Association.

Hall of Fame members are honored by shadow boxes displayed in the Atrium of the Lewis and Clark Center. The Hall was established in 1969 by the Henry Leavenworth Chapter of the Association of the U.S. Army and the Fort Leavenworth Command to honor outstanding military and civilian leaders who have served at Fort Leavenworth, Kansas, and made a significant contribution to the achievement, tradition, or history of Fort Leavenworth and the Armed Forces of the United States." 🏆

Read the story online and see more photos:



<https://www.cgscfoundation.org/fort-leavenworth-inducts-hall-of-fame-members>

<https://www.ftleavenworthlamp.com/community/2021/05/27/hall-of-fame-inducts-4-more-leaders>

CARL Library reference: full Hall of Fame Membership - <https://carl.cgsc.libguides.com/HOF>

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THE SIMONS CENTER

FOR ETHICAL LEADERSHIP AND INTERAGENCY COOPERATION

The Simons Center: Building for the Future

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

AFTER 10 YEARS OF EXTRAORDINARY WORK, THE SIMONS CENTER HAS AMASSED THOUSANDS OF PAGES OF RESEARCH IN THE AREAS OF LEADERSHIP AND INTERAGENCY AFFAIRS.

When we originally started the Center, the focus was purely on interagency affairs. Led by Lt. Gen Scott Wallace, the Army's V Corps confronted multiple interagency issues during the early stages of the war in Iraq. Influenced by this experience, when he assumed command of the Combined Arms Center and Fort Leavenworth, Wallace emphasized the importance of the study of interagency affairs for officer education. His emphasis eventually led to the establishment of a new program for the CGSC Foundation, Inc., the Col. Arthur D. Simons Center for the Study of Interagency Cooperation, funded by Mr. Ross Perot, Sr.*

Over the next ten years, the Simons Center published essays, articles, reports, and the peer-reviewed *Interagency Journal* to research, analyze and understand interagency cooperation. Today, the Simons Center is the largest repository of information on interagency cooperation.

By its 10th anniversary in April 2020, the Simons Center was re-organized to include in its title, Ethical Leadership, an indispensable component of interagency cooperation. At the same time, the Simons Center also assumed the responsibility to reengage the alumni of the National Security Roundtable (NSRT), a CGSC Foundation program that invites civilian business leaders to the College to learn about various aspects of national security affairs. Since 2007, more than 330 business leaders from 21 states, the largest segment (200+) of which come from the greater Kansas City area, have participated in a Roundtable. Created to reach out to NSRT alumni, the Simons Center's Arter-Rowland National Security Forum conducted several virtual programs in 2020 to re-engage NSRT alumni. With the lifting of COVID restrictions, two in-person events were held in 2021, one in Des Moines, Iowa and the other



Lt. Col. (Ret.) John Nelson, chief executive officer of Morris, Nelson & Associates, LLC, and a senior research fellow of the Arthur D. Simons Center, delivers his presentation on Counter Human Trafficking at the Des Moines Embassy Club in Des Moines, Iowa on May 20, 2021.

PHOTO BY MARK H. WIGGINS

in Kansas City, Missouri.

With these changes in mind, the Simons Center website, www.TheSimonsCenter.org, was recently redesigned. A key feature of the new website is a section exclusively for our Simons Center Fellows. The new Fellows Program is designed to create a community of practice for individuals, scholars, and practitioners interested in interagency cooperation. For a small fee, those who become fellows will have access to our extensive library of interagency articles, essays, and our peer-reviewed *Interagency Journal*. In addition, fellows receive invitations to special events and discounts on publications.

Another new feature of the website is the **Bull Simons Ops Center** podcast series. Each podcast features interviews with service members who participated in key military events of historical importance. Their first-hand accounts provide unique insights as the veterans share the challenges faced, solutions implemented, and lessons learned. 🐂

*Note: Ross Perot requested that we name the new Center for Col. Arthur D. "Bull" Simons, who led the Son Tay Raid to rescue POWs from the Son Tay POW camp, 23 miles west of Hanoi, in November 1970. In 1979, Bull Simons was called on by Ross Perot to rescue two of Perot's EDS employees held captive in a jail in Tehran, Iran. – The mission was a complete success.



Read the Arter-Rowland National Security Forum stories online and see more photos:

<https://thesimonscenter.org/foundation-news/human-trafficking-topic-of-latest-arter-rowland-national-security-forum>

<https://www.cgscfoundation.org/arter-rowland-national-security-forum-honors-national-vietnam-war-veterans-day>

<https://www.cgscfoundation.org/arter-rowland-national-security-forum-features-presentation-on-nato>

<https://www.cgscfoundation.org/arnsf-inaugural-event-200923>

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exclusive events, and more.



Created as a major program of the CGSC Foundation in 2009 with a grant from H. Ross Perot, Sr., the Simons Center is unique because it contains the most comprehensive collection of articles, reports, and studies relating to interagency cooperation at the international, federal, state, and local levels of government.

Following 10 years of resounding success we have reorganized the Simons Center adding Ethical Leadership to our charter. Our new website reflects this change and provides the opportunity for students, researchers, scholars, and individuals interested in the study of ethical leadership and interagency cooperation to join our new community of practice as a Fellow of the Simons Center.

Fellows Benefits

- Exclusive access to our extensive library of searchable documentation
- Invitations to events
- Discounts on publications
- Publication opportunities – Write articles, essays, and studies for our peer reviewed publication, the *InterAgency Journal*.

Become a Simons Center Fellow today!
www.thesimonscenter.org/fellows



CGSC Foundation sponsors AUSA golf tournament

On Aug. 20, 2021, the CGSC Foundation sponsored a hole in the golf tournament hosted by the Henry Leavenworth Chapter of the Association of the U.S. Army (AUSA) at the Falcon Lakes Golf Course in Basehor, Kansas, just south of Leavenworth.

“Our local chapter of AUSA supports Soldiers and families with their programs and initiatives and many of their members are also our supporters,” said CGSC Foundation President/CEO Col. (Ret.) Rod Cox. “The Foundation also has a strong relationship with AUSA national, so supporting the local chapter is just part of what we do in our community.”



PHOTO COURTESY HIW-AUSA



Read the full story online and see more photos:

<https://www.cgscfoundation.org/cgsc-foundation-sponsors-ausa-golf-tournament>

Foundation continues support for youth reading programs

Throughout the summer and into the fall of this year, the CGSC Foundation has been the sponsor of the Ike Skelton Combined Arms Research Library’s StoryWalk® program along with its usual support for reading programs at the library.

StoryWalk® is an innovative and delightful way for children — and adults — to enjoy reading and the outdoors at the same time. Laminated pages from a children’s book are attached to wooden stakes or hung on other structures along an outdoor path. As you stroll down the trail, you’re directed to the next page in the story with activities available along the way. The program was a hit during the height of the pandemic last year since it was a safe, outdoor activity.

At the end of the walk, the library offers either a free book or a chance to enter a drawing for a book.

The CGSC Foundation has been a proud supporter of youth reading programs as part of its mission for Soldier and Family Support for CGSC families and the Fort Leavenworth community.



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PHOTOFLASH

InterAgency Brown-Bag Lecture Series underway

The InterAgency Brown-Bag Lecture Series kicked off the 2022 academic year with its first lecture on Sept. 21, with the first lecture focused on space operations. The second lecture on Oct. 20, was focused on the Central Intelligence Agency. The remaining schedule is below.

DATE	TOPIC
Wednesday, Nov. 17, 2021	Defense Intelligence Agency (DIA)
Thursday, Jan. 20, 2022	Senior Executive Service (SES)
Wednesday, Feb. 23, 2022	U.S. Department of State (DOS)
Tuesday, March 22, 2022	U.S. Agency for International Development (USAID)
Wednesday, April 20, 2022	Federal Bureau of Investigation (FBI)
Wednesday, May 18, 2022	Federal Executive Board (FEB)



PHOTO BY MARK H. WIGGINS

Mr. Thomas A. Gray, the U.S. Army Space and Missile Defense Command Liaison to the Combined Arms Center/ Army University, presents the first InterAgency Brown-Bag Lecture for CGSC academic year 2022, Sept. 21, 2021 in the Arnold Conference Room of the Lewis and Clark Center.

Read the full stories online and see more photos:



<https://www.cgscfoundation.org/brown-bag-lecture-highlights-cia-roles-missions>

<https://www.cgscfoundation.org/interagency-brown-bag-lecture-focuses-on-space-and-interagency-operations-210921>



PHOTOFLASH

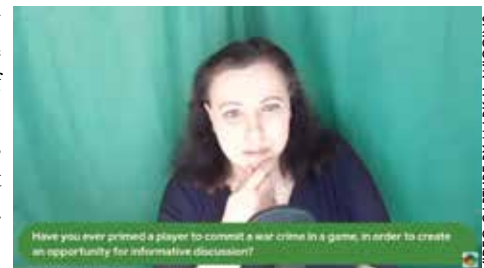
Foundation supports wargaming conference

Connections Conference 2021, a virtual event hosted by Army University and the U.S. Army Command and General Staff College, was conducted June 21-25, 2021. Lt. Col. John Lord and his staff in the CGSC Directorate of Simulation Education (DSE) led the effort.

The Connections Wargaming Conference is an annual event which is conducted each summer to bring together practitioners from every segment of the wargaming community to share their experience, tools, and techniques. The conference include both U.S. and international participation.

This year's conference was focused on "Ethics and Wargaming."

The CGSC Foundation provided administrative support, assisting with online registration and other communications requirements. Additionally, the Foundation's General Hugh Shelton Distinguished Visiting Chair in Ethics and nationally respected ethicist, Dr. Shannon French, participated as a keynote speaker on the third day of the conference.



VIDEO CAPTURE BY MARK H. WIGGINS

Dr. Shannon French, the CGSC Foundation General Hugh Shelton Distinguished Visiting Chair in Ethics and nationally respected ethicist, answers questions after delivering her remarks on June 23, 2021 during the Connections Wargaming Conference.

Gift Shop

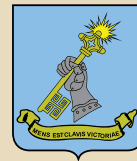
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Alumni Updates

News from CGSC alumni around the globe



Lt. Gen. (Ret.) R.D. Bhatti, Pakistan Army – CGSC 1973

My Army career came to an end when I retired as 3-star general in Jan. 1993. After that I had a short stint of being part of the government as a federal minister. Thereafter I served as my country's Ambassador. This was a unique experience and we enjoyed living and working with international community of diplomats. Our son is married and has a son and daughter who are studying. Our daughter has a daughter who is going to school now. My wife and I are leading a retired life. I try to play golf as

often as my back allows me. Visits to the doctors are frequent past time. We extend our best wishes to all our colleagues from our class.

General de división (Ret.) Raynel Funes Ponce – CGSOC 2004

I became a Division General and the Deputy Joint Chief of Staff of the Honduran Armed Forces. I retired in December 2019. My son Ray is in Germany studying his medical master's degree.



Demetrius D. Brooks – CGSC 2007

I retired in 2016 at the rank of lieutenant colonel and am now working as a logistician for the International Program Office, Program Executive Office, Simulation, Training and Instrumentation (PEO STRI), Orlando, Fla.

Col. (Ret.) Gintzburger, French Army – CGSOC 1978

Nothing special to report. I am now 85 years old and am enjoying my retirement. I am keeping in contact with some U.S. officers and the European ones.

Col. (Ret.) Frederick H. Black – CGSOC 1981

I attended CGSOC from 1980-1981, then from 1981-1983 served in the 25th Infantry Division, Schofield Barracks, Hawaii. From 1983-1994, I was an Associate Professor, Department of Social Sciences, USMA, West Point, N.Y. I retired from the U.S. Army on July 31, 1994. From 1994-2017, I was a management consultant with various firms and retired again in 2017. In my post-military life, I have served on government, religious, non-profit boards, and have been involved with youth mentoring activities.



Col. (Ret.) Pat Proctor – CAS3 1999, CGSOC 2006, SAMS 2008

I just completed my first session as the State Representative for Leavenworth and Fort Leavenworth, Kansas. I retired from the Army as a colonel in July 2019 and was elected in November 2020. I'm also the co-owner of Baan Thai Restaurant, an assistant professor at Wichita State University, and a CGSC Foundation trustee.



Col. Abdourahman Rayaleh Hared, Djiboutian Army – CGSOC 2009-02

After leaving CGSC I was a deputy battalion commander from 2010-2011. I served as a staff officer in the African Union Mission in Somalia (AMISOM) from 2012-2015, as was the operations chief in Djibouti from 2015-2016. I attended a College of International Security Affairs (CISA) course at the U.S. National Defense University in 2016-2017 with Jason Teliferano, my CGSC classmate. After that, I was Djibouti contingent commander in AMISOM from 2017-2019. I then served as Sector 4 commander in AMISOM from 2020-2021. I just recently returned home.



Col. (Ret.) Charles "Chip" Kacsur – CAS3 1987, CGSOC 1989

I retired after 30 years in the Army plus a combined nine years of civilian service with the Defense Finance and Accounting Service, and later with the U.S. Army Security Assistance Command. I volunteer at Project Share of Carlisle, Pa., with food distribution events and helping qualify clients for services.

Col. (Ret.) Bishnu Rudra Sharma, Indian Army – CGSOC 1997

I always cherish the memory of CGSC at Fort Leavenworth, Kansas. It was, in fact, a best year for me to learn with over one thousand U.S. military and 110 international military colleagues. I wish all the best for the U.S. Army CGSC at Fort Leavenworth to remain one of the best military colleges in the world.



Col. (Ret.) Leo Zarza – SAMS 2010

I recently retired from the Argentine Army and am now teaching planning in the Argentine National Defense University and Joint Staff War School.



Brig. Gen. (Ret.) Christopher Spillman – CGSOC 1998

I was recently sworn in as an Army Highly Qualified Expert and Army Senior Mentor in support of the Mission Command Training Program.

Lt. Col. Hapugodage Aravinda Hapugoda, Sri Lankan Army – CGSOC 2010-02

At the moment I am performing my duties as a member of the faculty (Directing Staff) at the Command and Staff College (DSCSC) in Sri Lanka. This is my third year here and I am about to receive a new appointment at the Army Headquarters. I recently completed my second master's degree on Conflict and Peace Studies from the University of Colombo. I visited Russia last September as a member of a Staff College Delegation. I am also awaiting my next promotion.



Gary Port – CGSOC (Reserve) 1998

I am currently the Army Reserve Ambassador for the State of New York.



Lt. Col. Jason Secrest – CGSOC 2013

I took command of 2-101 CAV in Niagra Falls, N.Y. in July 2021. This is an element of the New York National Guard

Clifton Johnston – CGSOC 2002

I retired from the Army in 2010 after serving as a division chief at the Pentagon Force Protection Agency, commander of the Pine Bluff Chemical Activity, Pine Bluff, Ark., and then finally as the chief of CBRN and Watercraft at HQDA ACoFS G-4. I then worked as a contractor at both the Joint Staff (J-8 CBRND, Joint Requirements Office) and Defense Threat Reduction Agency. I accepted a position at HQDA ACoFS G-3, which was transitioned to G-8, before moving to Austin, Texas with Army Futures Command (AFC). I am currently working as a Soldier Systems Integrator within the G-3/5/7 Future Operations at AFC where we are working on bringing the next generation of Soldier combat systems through development and to the field. I am also working towards a certification as a chef through Austin Community College and planning on beginning a doctorate program next year at Texas State University in San Marcos Texas. I also recently became a grandfather for the first time when my grandson Declan Riker Johnston-Cothren was born.

Lt. Col. Carlos Zavala, Honduran Army – CGSOC 2015

I was commissioned as a Partner Nation Instructor (PNI) at WHINSEC (July 2017-September 2020). During my time in WHINSEC, I was an instructor for CGSOC and JTO courses. Furthermore, I was appointed as CGSC Assistant Professor on Aug. 5, 2019. I have earned both the WHINSEC Master Instructor Certification and the U.S. Army Senior Instructor Badge (SAIB). I was commissioned as battalion commander Jan. 1, 2021. I have orders for promotion to colonel in December 2021.



- continued next page



Nathaniel Swann – CGSOC 2016
I recently retired from the Army and have assumed a new role as the director of Business Development for Tenax Aerospace.

Lt. Col. Roland "RAPTOR" Tirdea, Romanian Army Special Operations Forces – CGSOC 2018

Guten Tag from the great Bavaria from NATO School Oberammergau. After the great time in Leavenworth and a great deployment in Afghanistan in support of the great SOFFC, the next step was the assignment as Course Director for the NATO Comprehensive Operation Planning Course in support of all the NATO Corps and Commands. For the next years, I hope to come across as many of my mates as possible! Stay safe and do great things!



Visit the CGSC Foundation website at
www.cgscfoundation.org/alumni-update
or use the QR code below
to submit your Alumni Update.
We'd love to hear from you!



New Life Members of the Alumni Association

April 1 – Nov. 1, 2021

- Maj. Gen. (Ret.) John D. Altenburg, Jr.
- Col. (Ret.) Michael Barron
- Maj. Rafael Chico-Lugo
- Col. Daniel J. Crawford
- Col. James Depolo
- Col. (Ret.) Paul Easley, Sr.
- Lt. Col. Matthew Holmes
- Col. (Ret.) David Johnson
- Col. Zoltan Krompecher
- Lt. Col. Kyle W. Lands
- Maj. George B. Mendenhall

- Lt. Col. Barrett Michel
- Chaplain (Maj.) Brian Minietta
- Lt. Col. (Ret.) John Nelson
- Maj. Jason Nunes
- Lt. Gen. (Ret.) Hubert G. Smith
- Assistant Chief Rafael Ortega, U.S. Marshals Service
- Maj. Gen. (Ret.) Alan B. Salisbury
- Col. Kenneth D. Slover
- Maj. Melanie Strodman
- Maj. William B. Webster

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- **Scholarship opportunities**



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www.cgscfoundation.org/alumni



Together, we can honor them – Sponsor a wreath today

by Elizabeth Ditsch, *Foundation Programs*

Fall is here, and with each passing day, we get closer to National Wreaths Across America Day on Dec. 18.

The CGSC Foundation is one of the Fort Leavenworth area Wreaths Across America sponsor groups who share the goal of honoring every grave at Fort Leavenworth National Cemetery with a wreath of remembrance this holiday season. The Foundation's initial goal is to honor all 900 veterans buried in Section N of the cemetery, but the larger goal is to inspire enough people to place a wreath on every grave – more than 23,000 – in the cemetery.

As of press time for the *Foundation News*, the Foundation is halfway to its initial goal. We still have some work to do and with your help we can make it happen.

Wreaths can be sponsored for \$15 each. Monday, Nov. 29, 2021 is the cutoff date for wreath sponsorship.

Honor Veterans with us using the link on this page, and

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



<https://www.wreathscrossamerica.org/pages/164828>

Last day to order is Nov. 29, so sponsor a wreath today!

join us at 11 a.m., Dec. 18 at the Fort Leavenworth National Cemetery to help us Remember and Honor our nation's veterans by laying wreaths on their graves.

Together, we can honor them. 🇺🇸

Together we give.

NOVEMBER 30, 2021

GivingTuesday is a global day of giving that encourages and inspires people to do good, give back, and celebrate generosity. This GivingTuesday, support the CGSC Foundation and our programs that directly enhance the education of future leaders and uplift military families.

TODAY'S SOLDIERS. TOMORROW'S LEADERS.

Make every Tuesday GivingTuesday with a small recurring gift.
 Visit cgscfoundation.org/donate
 or contact the CGSC Foundation at 913.651.0624.



– 2022 program opens Jan. 2

by Lora Morgan, Director of Operations

THE CGSC FOUNDATION'S COMPETITIVE SCHOLARSHIP PROGRAM APPLICATION WINDOW WILL OPEN JANUARY 2, 2022. The deadline for applications is March 1, 2022. Immediate family and grandchildren of Life Members of the Foundation's Alumni Association are eligible to apply.

Judging for the competition will occur in March and winners will be announced on April 15, 2022. The Foundation will award \$500 cash scholarships to two students who are beginning their college studies and two students who are continuing their college education in the fall of 2022.

Additionally, the Foundation, with the generous support of Park University, will also award \$3,500 scholarships to Park University. The Park University scholarships are for full-time students for the academic

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

In the application, students must select which scholarship they are applying for – the \$500 cash scholarship or the Park University \$3,500 scholarship.

"We've been pleased with the first two years of this program," said Foundation President/CEO Rod Cox. "We've awarded 10 scholarships to deserving students and we're proud of that."

Cox said the scholarship program helps the Foundation fulfill two parts of its mission: maintaining connections with alumni and

2022 Scholarship Competition

Window for applications
Jan. 2 - March 1

Winners announced
April 15, 2022

supporting military families. He said he would like for all alumni who have college bound or college attending relatives to be aware of the Alumni Association scholarship program.

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



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

Read the article about the 2021 winners: <https://www.cgscfoundation.org/cgsc-foundation-announces-2021-scholarship-program-winners>

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Donations made In Honor of



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

- **Dr. & Mrs. Jeffrey Kramer IHO Lt. Gen. (Ret.) and Mrs. Robert Arter**
- **Chief Master Sgt. (USAF Ret.) C.F. Ledford IHO of Lt. Col. (USAF-Ret.) Albert St. Germain**
- **Mr. Loyd P. Rhiddlehoover, III, IHO Lt. Col. (Ret.) & Mrs. Norman F. McLeod (CGSC '71)**
- **Brig. Gen. (Ret.) Kenneth R. Symmes IHO the CGSC Class of 1959**

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 '72) IMO Gen. Maxwell Thurman (CGSC '66)**
- **Ms. Paige J. Cox IMO her grandfather, Cloyd E. Cox, U.S. Army 1956-1962**
- **Lt. Col. (Ret.) Richard L. Kiper, Ph.D. (CGSC '81), IMO Maj. Gen. John C. Thompson (CGSC '75)**
- **Mrs. Nancy Morrison IMO her late husband Lt. Col. (Ret.) Billy W. Morrison (CGSC '78)**
- **Mr. Loyd P. Rhiddlehoover, III IMO his father Brig. Gen. Loyd P. Rhiddlehoover, Jr. (CGSC '66)**



Donations in Support of the CGSC Foundation Scholarship program

Contributions to the CGSC Foundation Scholarship Program help the Foundation further its work in supporting the families of our alumni. With sincere thanks, we acknowledge these donations to this important program:

- **Col. (Ret.) and Mrs. Roderick M. Cox**
- **Col. Stephanie Sido**
- **Mr. Shane Smeed**

Making your donations meaningful

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

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





Col. Scott A. Green, director of the Command and General Staff School at the U.S. Army Command and General Staff College, Fort Leavenworth, died June 15, 2021. Green, 49, had served as the CGSS director since July 2019.

A native of South Dakota Green began his Army career in 1994 after completing an ROTC program at the South Dakota School of Mines and Technology in Rapid City. As a career infantry officer, he served in numerous leadership positions including company command in the 75th Ranger Regiment and command of an airborne brigade combat team. He was a 2005 graduate of CGSC and also served at Fort Leavenworth in the Battle Command Training Program as an observer/trainer.

Green was a true friend of the CGSC Foundation who consistently worked to coordinate programs beneficial to the students, faculty and their families.



Medal of Honor recipient and longtime Leavenworth resident **Charles C. Hagemeyer**, died May 19, 2021, at 74. Hagemeyer received the Medal of Honor for actions he took March 20, 1967, while serving as a medic in Vietnam. He continued his career in the Army as an armor officer for 24 years, retiring in June 1990 at the rank of lieutenant colonel. Hagemeyer was assigned to several duty stations in the U.S. and Germany, and was a 1985 graduate of CGSC, as well as an instructor on the CGSC tactics faculty.

Following retirement, Hagemeyer and his family remained in Leavenworth where he worked for defense contractors at Fort Leavenworth. Hagemeyer was featured on the cover of the Spring 2020 edition of the *Foundation News* along with fellow Medal of Honor recipient Col. Roger Donlon. In retirement, Hagemeyer was dedicated to the work of the Congressional Medal of Honor Society, the local efforts of the Wreaths Across America program, his church and to his children and grandchildren.



Gen. Raymond T. Odierno, the 38th Chief of Staff of the U.S. Army, died of cancer on Oct. 8, 2021. He was 67.

Odierno graduated from the U.S. Military Academy at West Point in 1976, serving 39 years until his retirement in August 2015. As commander of the 4th Infantry Division during the U.S.-led invasion of Iraq, his units captured Saddam Hussein. He later oversaw the troop surge in Iraq in 2007 and became the top commander of the multinational force in 2008 as a four-star general.

In 2011, President Obama tapped Odierno to be the Army's chief of staff. During his tenure as chief, Odierno not only oversaw the Army's contributions to the wars in Iraq and Afghanistan, but also decisions with the Ebola crisis, suicide and sexual assaults, women in the Ranger training program, budget challenges, troop reductions, and modernization issues. He also began setting the stage for the Army's return to focus on large-scale combat operations. Through it all, he was widely respected for his dedication to Soldiers and their families.

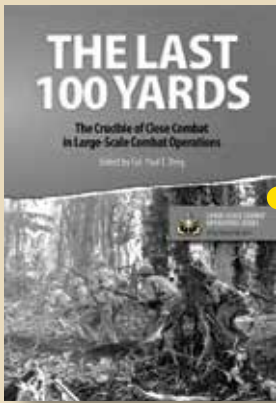


Colin L. Powell, the 65th U.S. Secretary of State, 12th Chairman of the Joint Chiefs of Staff, and 16th National Security Advisor, died Oct. 18, 2021, at 84, from COVID complications.

Powell was widely known and admired both in the U.S. and abroad. He served in uniform for 35 years, including two tours in Vietnam, ultimately becoming the CJCS in October 1989. He retired from military service in September 1993. He became the 65th Secretary of State in January 2001 and served in the first term of the Bush administration, retiring from public service in January 2005.

Powell was a 1968 graduate of CGSC, served at Fort Leavenworth as a brigadier general, and was the driving force behind the development of the Buffalo Soldier Monument on Fort Leavenworth that honors the service of the 9th and 10th Cavalry "Buffalo Soldiers." He agreed to the CGSC

Foundation's proposal to establish a lecture series at CGSC in his name in 2008 and was the first recipient of the Foundation's Distinguished Leadership Award in April that year.



The Last 100 Yards: The Crucible of Close Combat in Large-Scale Combat Operations

Edited by Paul Berg; 298 pages; Army University Press, 2019. Available on armyupress.army.mil (pdf - free) and amazon.com (paperback - \$17).

The Last 100 Yards: The Crucible of Close Combat in Large-Scale Combat Operations presents thirteen historical case studies of close combat operations from World War I through Operation Iraqi Freedom. This volume is a collection from the unique and deliberate perspective of the last 100 yards of ground combat. In today’s Army, there are few leaders who have experienced multi-domain large-scale ground combat against a near-peer or peer enemy first hand. This is the 9th volume of a 10-volume set of books, which serves to augment military professionals’ understanding of the realities of large-scale ground combat operations through the experiences of those who lived it.

Col. (Ret.) Paul Berg, Ph.D., is an assistant professor at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. When this volume was published he was still on active duty serving as the Army University Director of Academic Affairs.

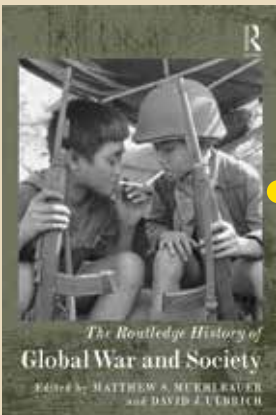


Spies: The U.S. and Russian Espionage Game from the Cold War to the 21st Century

by Sean N. Kalic; 231 pages, Praeger - ABC-CLIO, 2019. Available on amazon.com (hardcover - \$75; Kindle - \$75) and barnesandnoble.com (hardcover - \$75; Nook - \$75).

Covering far more than the United States and Soviet Union’s use of human spies, *Spies* examines the advanced technological means by which the two nations’ intelligence agencies worked to ensure that they had an accurate understanding of the enemy during the Cold War period from 1945 to 1989, as well as the post-Cold War era. Kalic explains the ideological tenets that fueled the distrust and “the need to know” between the two adversarial countries, supplies a complete history of the technological means used to collect intelligence throughout the Cold War and into the more recent post-Cold War years, and documents how a mutual desire to have the upper hand resulted in both sides employing diverse and creative espionage methods.

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

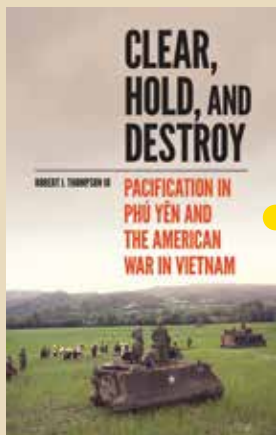


The Routledge History of Global War and Society

Edited by Matthew S. Muehlbauer and David J. Ulbrich; 364 pages; Routledge, 2018. Available on amazon.com (hardcover - \$70; paperback - \$53; Kindle - \$50) and barnesandnoble.com (hardcover - \$250; paperback - \$53; Nook - \$40).

The Routledge History of Global War and Society offers a sweeping introduction to the most significant research on the causes, experiences, and impacts of war throughout history. This collection of 27 essays by leading historians demonstrates how war and society studies have dramatically expanded the chronological, geographic, and thematic breadth of the field of military history. Each chapter addresses the ways in which recent scholarship has integrated cultural, ethical, environmental, medical, and ideological factors to explain conventional conflicts and genocide, terrorism, and other forms of mass violence. The broad scope of the collection makes it the perfect primer for scholars and students seeking to understand the complex interactions of warfare and those affecting and affected by conflict.

Matthew S. Muehlbauer, Ph.D., is an associate professor in the School of Advanced Military Studies (SAMS) at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. David J. Ulbrich, Ph.D., is an associate professor and program director of the Master of Arts in History and Military History degrees at Norwich University.



Clear, Hold, and Destroy: Pacification in Phú Yên and the American War in Vietnam

by Robert J. Thompson III; 352 pages; University of Oklahoma Press, 2021. Available on amazon.com (hardcover - \$34; Kindle - \$30) and barnesandnoble.com (hardcover - \$40; Nook - \$23).

By the end of the American War in Vietnam, the coastal province of Phú Yên was one of the least-secure provinces in the Republic of Vietnam. It was also a prominent target of the American strategy of pacification—an effort, purportedly separate and distinct from conventional warfare, to win the “hearts and minds” of the Vietnamese. In Robert J. Thompson III’s analysis, the consistent, and consistently unsuccessful, struggle to place Phú Yên under Saigon’s banner makes the province particularly fertile ground for studying how the Americans advanced pacification and why this effort ultimately failed.

Robert J. Thompson, III, Ph.D., is a historian with the Films Team at Army University Press. His articles on military history and strategy have appeared in the New York Times and The Strategy Bridge.



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