

# COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY

No. 6/Winter 2009



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A first for  
a first-rate  
leader

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# An honor and a commitment

*Hyrum W. Smith*

**F**irst let me say how honored and thrilled I am to be part of this great Foundation for the Command and General Staff College.

My time in uniform was short, four and a half years, but it changed my life. I will tell you straightforwardly that my experience as an enlisted man, then as an officer, laid the groundwork for all of the success that I have personally enjoyed since.

Since becoming a trustee of the CGSC Foundation, and now its President, many people have asked me why I am involved. The answer is simple: I love the U.S. Army and what it stands for. In addition to that the Command and General Staff College is one of the only remaining institutions of higher learning that has the

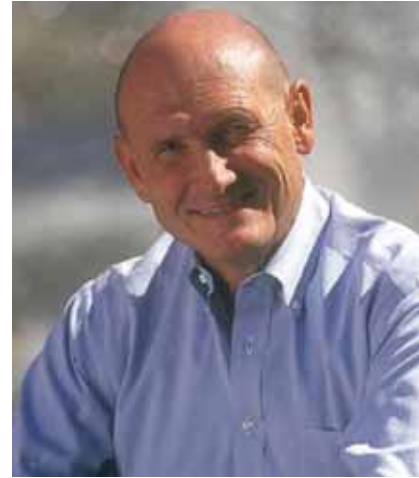
guts to teach values. If you tried to list ten institutions that are willing to do that, two thirds of them would be military institutions and the remaining third would most likely be affiliated with a church.

The reason the Army is so strong is because of these values that we insist the men and women in uniform adhere to.

I have had the opportunity to speak to several of the classes at the college, I can't begin to describe the thrill of being in the same room with all those young majors, knowing that eighty percent of

them have seen combat at least once and many of them several times.

The education available at the College is second to none in the world. I am awed by the quality of the faculty and instruction to which these



young men and women have access.

The Foundation is dedicated to enhancing that learning experience in any way we possibly can. The men and women who serve as trustees have the same love and commitment for the College that I have. Many of them are former graduates of the College with stunning military careers.

I have to pinch myself every time we meet and I realize that I am sitting with retired Generals, Lieutenant Generals, Major Generals, Brigadier Generals, Colonels, all the way down to me, a refitted captain.

Every College in America, regardless of its major funding source, needs a foundation to provide those things that the founding source can't. The Command and General Staff College is no different.

The CGSC Foundation needs your support. Please give it some serious thought. 🙏



*I will tell you straightforwardly that my experience as an enlisted man, then as an officer, laid the groundwork for all of the success that I have personally enjoyed since.*

## Our Vision

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

## Our Mission

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

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

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**Command and General Staff College  
FOUNDATION NEWS**  
No. 6, Winter 2009 (March 2009)

Published twice annually by the Command and General Staff College Foundation, Inc.  
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Fort Leavenworth, Kansas 66027-1352  
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www.mhwpr.com

Design/Printing by  
**GateHouse Media  
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Leavenworth, Kansas 66048  
Ph: 913-682-0305

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.

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General Ann E. Dunwoody, the first female four-star general in the U.S. armed forces, Chief of Staff of the Army Gen. George W. Casey, Jr., and Gen. Benjamin Griffin, outgoing AMC commander, salute the colors during the change of command ceremony for the U.S. Army Material Command at Fort Belvoir, Va., Nov. 14, 2008.—It is fitting that during Women's History Month, the *Foundation News* has the opportunity to recognize and honor Gen. Dunwoody's accomplishments as a Soldier and as a CGSC alumna.

Photo courtesy www.army.mil.

### FROM THE EDITORS

*It's our pleasure to bring you this sixth edition of the CGSC Foundation News. In this edition we honor Gen. Ann Dunwoody's "first" and highlight some of the many activities and successes the Foundation has had in supporting the College. We also have a great piece from our "CGSS southern conference"—the Western Hemisphere Institute for Security Cooperation (WHINSEC), which will help educate us all on their mission at Fort Benning, Ga. We hope you enjoy the magazine and continue to support us as we assist the College in preparing leaders for the 21st Century.*

# Thanks to all for a banner year

*Col. Bob Ulin, U.S. Army Ret.*



In 2008 the CGSC Foundation had a banner year. While the market tumbled into the abyss, our revenues soared. We did not lose a dime in the market downturn because we didn't have any money in the market.

However, anticipating the need for an investment firm, in 2008 we sent requests for proposals to five firms seeking a company to manage our endowment. Four firms responded. Our investment committee, chaired by Willard Snyder, evaluated the proposals and selected two firms to make oral presentation to our Executive Committee (ExCom). Those firms were Goldman Sachs, New York City and Country Club Trust of Kansas City. When I asked the Vice President for Private Wealth Management at Goldman Sachs why he was interested in us he replied, "We know you have tremendous potential." In the end the ExCom chose Country Club Trust Company (CCTC) who came to the oral interview with six of their key

leadership team. CCTC had the lowest fee structure, a solid management team, excellent references and a local point of contact for us to work with. I think we picked a real winner. We ended the year with \$223,000 in government bonds being managed by our new investment firm, Country Club Trust Company of Mission, Kansas.

Cash flow is excellent. In 2006 we attracted \$160,000 in cash, in 2007 it was \$299,000 and last year (2008) we received \$845,000 in cash. We're on solid footing and growing at a very respectable rate. Our capital campaign to raise \$10.5 million by 2011 is still in the silent phase. To date we have attracted \$1.2 million in cash, we have another \$1.2 million in pledges and have \$1.4 million in estate gifts—\$3.8 million in less than three years.

In the past we provided our annual report as an insert in our March issue of the magazine. Because of our growth and the increasing number of financial

transactions, we decided to wait until we have our completed audit before we provide the annual report. We expect to publish the 2008 annual report as a separate document in July 2009.

The keys to our success are the programs and activities we support for the College. This past year we initiated the Colin Powell Lecture Series, refined the National Security Roundtable Program, funded several Spouses Night Out programs, hosted faculty at the International Relations Council of Kansas City at a dinner with Strobe Talbott, and hosted a reception for International Military Officers at the Kansas City Public Library and a presentation by the Deputy Commandant in Iraq.

These are but a few of the programs and activities that we supported in 2008 and look forward to expanding upon in 2009. Thanks to all who have contributed to the Foundation's mission thus far. We look forward to another great year in support of the College. 🇺🇸

## PHOTO FLASH



PHOTO BY MARK WIGGINS

## Trustees attend Gen. Petraeus change of command

On Oct. 31, 2008, several CGSC Foundation trustees attended the U.S. Central Command change of command ceremony for Gen. David Petraeus at MacDill AFB. Pictured with Petraeus from left to right are Kenneth Fisher, Chairman of the Fisher House Foundation; David J. McIntyre, President and CEO of TriWest Healthcare Alliance; Gen. Petraeus; Hyrum Smith, President of the CGSC Foundation; and Mark "Ranger" Jones, President and CEO of The Ranger Group.

# CGSC alumna becomes first female four-star general

**G**eneral Ann E. Dunwoody assumed duty as the U.S. Army Materiel Command's Commanding General on Nov. 14, 2008. AMC is one of the largest commands in the Army, with more than 61,000 employees in 149 locations worldwide, including more than 30 states and 50 countries.

Gen. Dunwoody's promotion to four-star general has been the subject of many news stories since the Department of Defense made her nomination announcement in June 2008. She pinned on the rank of four-star general Nov. 14, 2008, the first time in U.S. history that a female military officer had attained that rank. It is fitting that the CGSC Foundation recognizes Gen. Dunwoody's accomplishments during March, the National Women's History Month. Gen. Dunwoody is a graduate of CGSS at Fort Leavenworth in the class of 1987.

In 1970, the Army promoted its first female officer to brigadier general. Dunwoody received a direct commission as an Army Quartermaster officer in 1975. Three years after Dunwoody was commissioned, the Army promoted its first female soldier to major general, and at the same time disbanded the Women's Army Corps, which had its roots steeped in World War II. A year later, Dunwoody took command of a mixed-gender company, a relatively new concept in the Army. The first female lieutenant general was promoted in 1997. The Army now has 21 female general officers, and just more than 100 female general officers serve in all the U.S. military.

Dunwoody said numerous times during the interviews and reports about her promotion and subsequent assignment as AMC commander that she never personally felt there was a "ceiling" beyond which she couldn't rise.



"For women coming into the military today, for men and women coming into the military today, I would tell you that it's a very noble profession and it's a great profession where the doors continue to open, where the opportunities are tremendous," Dunwoody said in a Pentagon interview. 🇺🇸

*This article was compiled from DoD and Army reports.*

## PHOTO FLASH



PHOTO BY MARK WIGGINS

## Commandant honors retired Ambassador for outstanding support of CGSC

Lt. Gen. William B. Caldwell IV, CGSC commandant and Combined Arms Center commander, assisted by the Chairman of the CGSC Foundation, retired Lt. Gen. Robert Arter, presents retired Ambassador David Lambertson with the Outstanding Civilian Service Medal at a gathering in the Frontier Conference Center, Dec. 2. Lambertson was being recognized for his support of CGSC in establishing relations with the University of Kansas and helping to develop a program for Wounded Warriors to enroll in master's degree programs at KU. Caldwell also made Lambertson the first official Adjunct Professor of CGSC. Lambertson is a trustee of the CGSC Foundation.



## Q&A:

# Cmd. Sgt. Maj. Phil Johndrow

### Combined Arms Center and CGSC CSM

*Editor's Note: This interview is the fourth in a series of interviews with CGSC leadership about the importance of the College and the education it provides for our military leaders. CGSC Foundation News conducted this interview in January with the Command Sergeant Major with assistance from Capt. James E. Armstrong.*

**CGSCF News:** *What was your assignment prior to that of Combined Arms Center Command Sergeant Major and how has it helped you in your current assignment?*

**Cmd. Sgt. Maj. Johndrow:** I served as the 1st Cavalry Division and Multi-National Division Baghdad CSM for the past two and a half years. I joined the Division upon return from my second deployment in Iraq as the 3rd Brigade 1st Armored Division CSM. I have thirty years experience as a Non-Commissioned Officer and I have served at every enlisted position in the Army. I have served as CSM of a light Cavalry Squadron and a Heavy Brigade Combat Team. This experience allows me to bring perspectives and lessons learned from all different levels of leadership with different types of units. This leadership experience and my 42 months of combat in Iraq will help me to reinforce our need for agile and adaptive leaders and creative and critical thinkers.

**CGSCF News:** *What are your thoughts on the purpose of the CSM interacting with students?*

**Cmd. Sgt. Maj. Johndrow:** The officer-NCO relationship is a very important part of what makes our Army effective today. My interaction with the students is mutually beneficial. I learn from them as



Cmd Sgt. Maj. Phil Johndrow routinely spends time with CGSS students exchanging ideas, stories, and other information about the role of the non-commissioned officers in military units.

much as they do from me. The Army has been a great institution to be a part of for the last thirty years. I want to give back to that institution everything I can. I want them to recognize the importance that our senior enlisted advisors provide to them. The interaction with the students has generated more requests, which means more opportunities to engage with them. These opportunities are why it is so important for our Sergeants Major Academy to be collocated with the CGSC. We could enhance and accelerate the development of our Officer and NCO Corps through education, fitness, and leadership development. The synergy they would create learning and educating together, just as they do on the battlefield, would be blazing a trail

to the future, just as First Sergeant Ordway did during the Lewis and Clark Expedition.

**CGSF News:** *2009 has been declared "Year of the NCO." What is the "Year of the NCO"?*

**Cmd. Sgt. Maj. Johndrow:** This year, units across the Army will be expressing their appreciation to our NCOs for their dedication and accomplishments, highlighting contributions NCOs make not only to their units but also to our communities.

We are going to educate the American public on the exemplary acts of courage our NCOs perform to accomplish the mission. These acts of bravery have been seen in our history from Valley Forge to



Cmd. Sgt. Maj. Phil Johndrow, left, prepares for a patrol in September 2007 as the Command Sergeant Major for Multi-National Division Baghdad and the 1st Cavalry Division in the Rasheed district with Capt. Lopez, center, and Cmd. Sgt. Maj. Martinez, 2nd Stryker Cavalry Regiment (Dragoons).

**Noncommissioned Officer.**

An event I am particularly excited about is the

Gettysburg, to the charges on Omaha beach and the battles along the Ho Chi Minh Trail, to the current conflicts in Afghanistan and Iraq.

Our NCO Corps is really a national treasure and a strategic asset. For more than two hundred years they have distinguished themselves and the Corps as the world's most accomplished group of military professionals.

**CGSF News:** *What kind of things is CAC doing to celebrate the Year of the NCO?*

**Cmd. Sgt. Maj. Johndrow:** We will be highlighting some of the NCOs who have paved the way for us, making a difference in our history such as Sergeant John Ordway and his contributions to the success of the Lewis and Clark Expedition. Sergeant Ordway was the Senior Noncommissioned Officer of the expedition, a respected leader, and a trusted deputy to the Captains. Some of his accomplishments include helping select the members of the expedition, teaching them how to be crack shots, taking care of the administration along the way, and leading a separate part of the expedition, split from Lewis and Clark, on the return trip. First Sergeant Ordway never missed a day in his journal; even Lewis and Clark missed days. Lewis and Clark used his journal in their official reports and he accompanied them to Washington to report to the President.

Throughout this year the Combined Arms Center will honor NCOs through initiatives and events that enhance awareness and public understanding of the roles and responsibilities of today's

NCO Induction Ceremony. This ceremony marks a key milestone in a Soldier's career. The Soldier transitions from being a follower to a leader and from looking for examples to being the example. Each of the inductees will strive to be the epitome of a Noncommissioned Officer. The ceremony will be held in March and will symbolize the passing of the torch of leadership to these new inductees. This special event will bestow upon our new NCOs the responsibility to teach, coach, and mentor our next generation of leaders.

Organizations across CAC are joining in to support the Year of the NCO. Here's a short list:

The editors of *Military Review* have dedicated their Annual "Depuy Writing Contest" to focus on NCO leader development. Entries will span the careers of our NCOs and their development as leaders, from initial entry in the Army to the battlefield.

Battle Command Knowledge System (BCKS) is conducting a series of special projects for the Year of the NCO on the website "NCO Net." For example, BCKS is collecting useful website links for NCOs and consolidating them on the site in order to create a digital "one-stop-shop" that will enhance leader development.

The Center for Army Lessons Learned (CALL) is publishing a series of handbooks on NCO-related topics. The first publication in January 2009 was the "Drill Sergeant Handbook." There were more than 2,000 downloads of this publication from the Army's internal website "Army Knowledge Online" (AKO) with-

in the first 24 hours of posting.

The Fort Leavenworth Hall of Fame is inducting two outstanding NCOs. This will be the first time an NCO has been inducted since the post Civil War period. The purpose of the Fort Leavenworth Hall of Fame is to honor outstanding members of the Army who have been stationed at Fort Leavenworth and significantly contributed to the history, heritage, and traditions of the Army. Cmd. Sgt. Maj. Larry H. Smith and Sgt. Maj. William McBryar have been selected for induction into the Fort Leavenworth Hall of Fame.

**CGSF News:** *How do you see the role of the CGSC Foundation?*

**Cmd. Sgt. Maj. Johndrow:** The CGSC Foundation is a constant, like the NCO Corps, they are the pillar of stability. Commandants, Sergeant Majors, staff, faculty and students change, but the constant of the Foundation ties the past to the present. The Foundation has an assortment of very dedicated members who are passionate about this institution. They will continue to ensure we have a premier institution for future years.

**CGSF News:** *What would you like to tell the alumni of this institution?*

**Cmd. Sgt. Maj. Johndrow:** I would tell the alumni, I am honored that Lt. Gen. Caldwell named me as the Command and General Staff College Command Sergeant Major. This is the first time the Command and General Staff College has had a CSM. From the first day Vickie and I arrived at Fort Leavenworth, we wanted to make a difference at CGSC. We are thrilled to be a part of the college and share our experiences with these young leaders. These leaders are our legacy. The interaction we have with the students will better prepare them to pave the way for our future Army. The relationship between these officers and their Senior NCOs is an extremely important part of their growth and effectiveness as a team. This is just one of the ways that we are continuing to adapt the curriculum in this ever changing environment. 🇺🇸

# Foundation commissions print by CGSC student-artist

Artwork created by Maj. Michael Solovey, CGSS Student, Class 2009-01

By Cyndi Dlugosz

So where does an Army officer with an advanced art education fit in the military?—Ordnance, of course.

Deployed to Bosnia in 1998 as a first lieutenant assigned to the 1st Armored Division, then Lt. Michael Solovey had a small box of art supplies shipped to him to keep himself occupied after duty hours. His doodling attracted the attention of the Commanding General's Chief of Staff who was looking for a farewell gift for the Assistant Deputy CG. "Once the other officers in the unit saw the piece, they requested copies so I had additional pieces reproduced," he says.

Solovey's military artwork snowballed from there. "Since everyone is constantly moving in the military, officers from my old unit would get to their next unit and call to commission me to produce a print for their new unit," he says. "When I first started, I would have a possible project on deck while I worked on the



PHOTO BY PRUDENCE SIEBERT

Maj. Michael Solovey with his artwork Jan. 9, 2009, at Maximus Fitness & Wellness in Leavenworth, Kan., where many of his pieces are displayed.

current one, now I have projects planned out for the next six months." Before arriving at Fort Leavenworth last August for CGSC, Solovey knew each class commissioned a print. "I was hesitant at first to submit my work for consideration because, historically, I knew what type of artwork the school commissioned." During the process of submitting a candidate for his CGSS class print, Solovey's creation caught the eye of Bob Ulin, the CGSC Foundation CEO.



## New print ON SALE at the CGSC Foundation

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Print size: 12.5 x 15.5 • Limited edition: 911 printed copies

"I saw what he'd done and thought of what a wonderful opportunity it represented to commission an exclusive print for the Foundation," said Ulin. "This print is a 9-1-1 commemoration and represents all of the services and all of the Nations with students at the College. There will only be 911 copies sold and each will come signed with a certificate of authenticity."

Beginning this month, *Don't Tread On Me* prints will be sold for \$75, with all of the funds going to support the Foundation's mission of providing additional programs and educational opportunities to the students and faculty of the Command and General Staff College. Call or visit the CGSC Foundation offices to purchase one. 🇺🇸



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- ★ Logistics
- ★ Security



*Supporting the US Army  
From the Ground Up*



# Intelligence and counterinsurgency expert visits CGSC at Foundation invitation

By Maj. Robert J. O'Brien, CGSS Class 2009-1

**O**n Feb. 4 and 5, Col. Stuart Herrington, U.S. Army, Ret., visited the faculty and students of the Command and General Staff College. Col. Herrington is a recognized expert in the fields of Counterinsurgency and Counterintelligence, with a career spanning more than three decades. Herrington is also the author of three books and numerous articles on the subjects. He graciously shared his time with faculty members and students during his two-day stay.

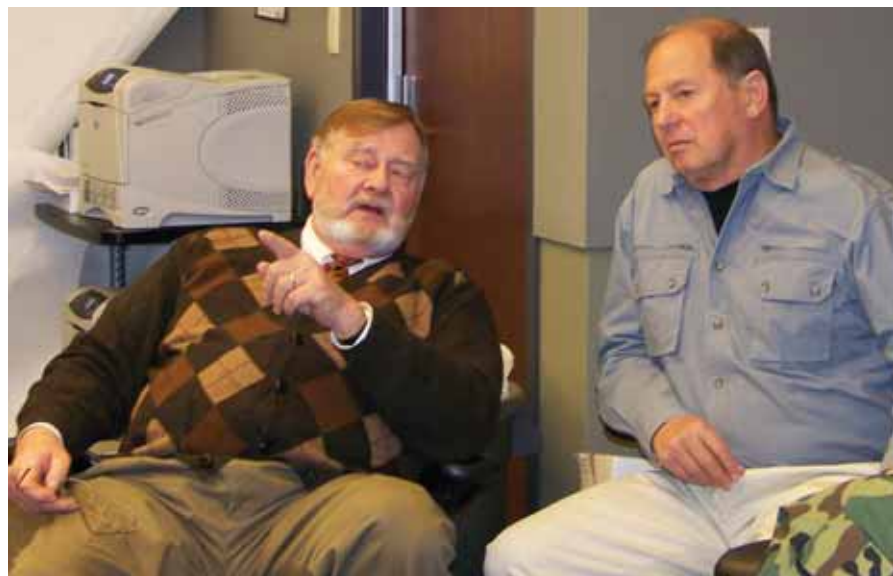
Colonel Herrington was selected by the Department of the Army to assess the interrogation and counterinsurgency programs at Guantanamo Bay, Cuba and Baghdad, Iraq. These reports, which predate the scandals (notoriety) at those facilities, are now referred to as “warnings not heeded” by national defense experts.

During his visit Herrington visited Dr. James Willbanks, the Director of the Military History Department, whom he said he admires for the books he has authored on the Vietnam War. Willbanks presented Herrington with an autographed copy of his latest book, *The Battle of An Loc*. The Military History Department also hosted a welcome dinner during which Herrington addressed the assembled faculty.

Herrington also had the opportunity to address a group of students who are Military Intelligence officers about their profession. He stated that the first responsibility of the MI professional was to “know what you don’t know.” He spoke at length about the use of torture in interrogations and provided participants with an editorial he wrote denouncing the



Maj. Robert O'Brien, left, gets expert assistance on his Master of Military Arts and Sciences research from Col. (Ret.) Stu Herrington during Herrington's visit to CGSC.



At the invitation of the foundation Col. (Ret.) Stu Herrington, right, an expert in human intelligence, renowned author, and widely sought after security consultant, sits in on a class with Mr. Bud Meador, CGSC Department of Military History.

practice. Herrington stated that torture, including waterboarding, goes against our national values and undermines our

credibility with the world community. In his professional opinion and from a practical standpoint, he said torture seldom

## Three men in custody

**Question: What do these three men have in common?**

A wounded North Vietnamese Army sergeant, captured only after he exhausted his ammunition, brags that his Army is "liberating" the South and refuses to cooperate under harsh treatment by South Vietnamese interrogators. He then provides Americans with information about his unit, its missions, its infiltration route. He even assists in interrogating other prisoners. Granted amnesty, he serves in the South Vietnamese Army for the duration of the war.

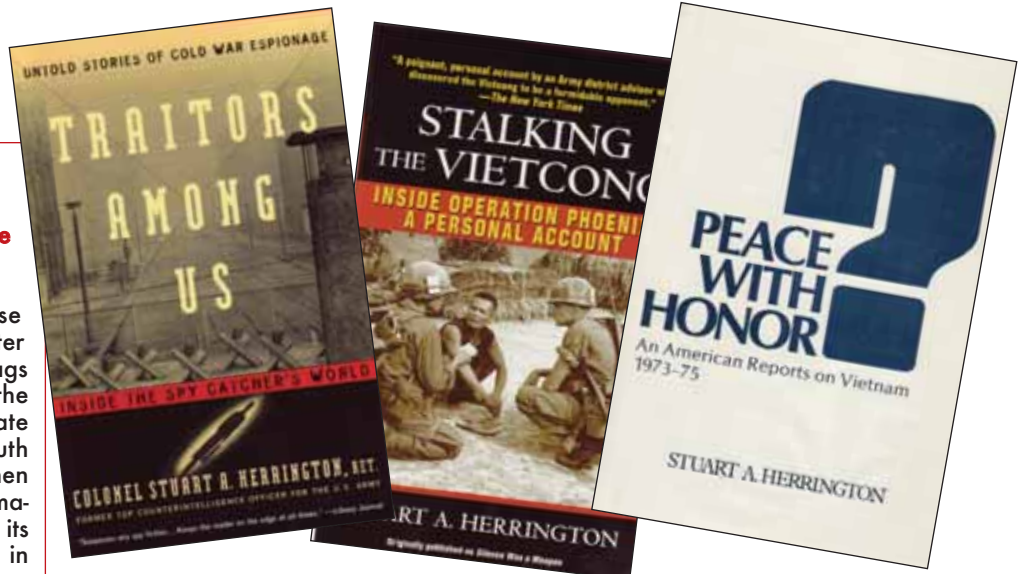
A captured Panamanian staff officer, morose and angry, initially lies and stonewalls his American interrogator but ultimately reveals his role in his leader's shadowy contacts with North Korea, Cuba, Libya and the Palestine Liberation Organization. He provides information about covert arms purchases and a desperate attempt to procure SAM missiles to shoot down American helicopters in the event of an American invasion.

An Iraqi general, captured and humiliated during Operation Desert Storm, is initially frightened and defiant but eventually cooperates, knowing that Saddam Hussein's penalty for treason was certain death. Before repatriation, the general hands his captor his prayer beads and a scrap of paper bearing an address, saying with emotion, "Our Islamic custom requires that we show gratitude to those who bestow kindness and mercy. These beads comforted me through your Air Force's fierce bombings for 39 days, but they are all I have. When Saddam is gone, please come to my home. You will be an honored guest and we will slaughter a lamb to welcome you."

**Answer: All three were treated by their American captors with dignity and respect. No torture; no mistreatment.**

— Stuart Herrington

*Excerpt from an Opinion Column originally printed in the Pittsburgh Post-Gazette, Oct. 21, 2007*



Col. (Ret.) Stu Herrington is the author of several books on counter-intelligence and interrogation.

yields useful information.

Col. Herrington also took time out of his schedule to assist me (a Master of Military Arts and Sciences candidate) with my research. He provided valuable insight into the Military Intelligence documents from the Vietnam era. As a Vietnamese linguist, he also translated Vietnamese phrases and names of detainees.

The CGSC Foundation Chief Executive Officer, Col. Bob Ulin, U.S. Army, Ret., was able to sponsor the trip and all events for Herrington's visit.

"Continuing support for the Foundation makes it possible to bring distinguished visitors like Col. Herrington to CGSC that otherwise might not be sponsored by the College," said Ulin. "We would like to make a variety of similar VIP visits and staff rides for students possible in the future." 🙏

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# An Alliance for Learning: The Liberty Memorial and the Command and General Staff College

by Dr. Richard S. Faulkner  
Associate Professor of Military History, CGSC

**O**n Nov. 1, 1921, Vice President Calvin Coolidge gathered with luminaries such as General John J. Pershing and French Field Marshal Ferdinand Foch in Kansas City, Missouri to dedicate a memorial that the city intended to be an enduring tribute to the service and sacrifice of those who had participated in the Great War. From its inception, the Liberty Memorial served as a site of commemoration as well as a place to educate visitors on World War I. When the memorial's museum reopened after a multi-million dollar renovation in December 2006, its state-of-the-art galleries transformed the site into an unrivaled educational venue for understanding the war's importance in world history.

Since its reopening, Command and General Staff College (CGSC) students and faculty have used the museum to study the war's influence on the profession of arms. In fact, between August and December 2008 alone, more than 1,000 Fort Leavenworth officers visited the museum as part of their CGSC courses.

"The Great War gave birth to today's world and was a watershed event in the development of the technology, doctrine, and concepts of modern warfare," said Dr. Alex Bielakowski, a CGSC military history instructor. Bielakowski argues that the war offers interesting parallels to the problems faced by contemporary officers. Then, as now, mili-

*Continued on page 28*



PHOTOS COURTESY DR. RICHARD FAULKNER

CGSC faculty members Ed Kennedy (in front) and Richard Faulkner (with flag), perform color guard in period uniform during the opening ceremony for the Liberty Memorial museum in December 2006.

PHOTO BY MARK H. WIGGINS

A view of the Liberty Memorial in Kansas City from the south lawn on Veteran's Day 2008.

# CGSC Commandant visits the UK, meets Rwandan alumnus

Story and photo courtesy Lt. Col. Shawn Stroud, CAC Strategic Communications



Pictured with LTG Caldwell is Lt. Gen Andrew Graham, Director of the UK Defence Academy, left, and Lt. Col. Gatete E. Karuranga of Rwanda. Lt. Col. Gatete is a 2007 CGSC graduate and a recipient of the distinctive International Military Student Badge, which he proudly displays on his right breast pocket.

**D**uring a recent trip to the United Kingdom the CGSC Commandant and Commanding General of the U.S. Army Combined Arms Center and Fort Leavenworth participated in a series of discussions, presentations and speaking engagements at the United Kingdom's Defence Academy at Shrivenham and the Royal College of Defence Studies in London.

The highlight of the two-day visit

was Lt. Gen. William B. Caldwell's presentation to a standing room only crowd of students, staff, and faculty as part of the Defence Academy's "Fireside Chat Lecture Series." Lt. Gen. Caldwell focused primarily on the release and impact of the Army's newest field manual, FM 3-07: Stability Operations.

Following the presentation, Caldwell met with many of the students and faculty including Lt. Col

Gatete E. Karuranga of Rwanda, a 2007 CGSC graduate, who was participating in a sponsored visit to the UK and the Defence Academy as part of the UK's international education partnership.

Throughout the world, the Command and General Staff College's reputation for excellence in leadership and education continues to thrive through its rich traditions and personal interaction with our international community. 🇺🇸

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— Father from Olathe, Kansas





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— General Barry McCaffrey, U.S. Army (Ret.)



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# Heros Without Headlines

*With things going so well in Iraq, the embed count is nearing zero.*

*By Ralph Peters*

**T**he Missouri River runs brown in the winter. Standing on the western bluff, you look down past still-visible wagon ruts marking the start of the Santa Fe Trail and on to the landing that served Lewis and Clark.

Across the river's great bend, bare trees fringe the floodplain that rises to the low hills of Missouri. Under the winter sun, the panorama gleams with a heartland beauty. A passenger jet rises in the distance.

Turn around: You're at the heart of Ft. Leavenworth, the soul of the US Army, where centuries of ghosts watch over men and women returning from Iraq and Afghanistan.

From here, the Cavalry rode west and the troop trains rolled east.

Amid the old brick quarters and barracks, Sherman had second thoughts about his career and a young instructor named Eisenhower, who longed to be fighting in France, dressed down a care-free volunteer named F. Scott Fitzgerald.

At dawn, the ghosts congregate so thickly by the old parade ground that you almost feel their touch as you jog by. They come out to recall the campfires and campaigns, and to stand watch over those who've rallied to their traditions, who took up the guidons and flags.

The spirits who once wore blue then gray, Cavalry twill or olive drab, are proud these days. As a new class of officers enters the Army's Command and General Staff College, virtually every one wears a combat patch on the right sleeve. The ghosts understand.

The wraiths are there by the chapel,

Looking for Trouble, Adventures in a Broken World, is Ralph Peters latest book. Published in 2008, it is Peters' own account of his adventures and misadventures while serving as an intelligence officer in the U.S. Army.

standing to. They once rode west across an unmapped prairie, stormed Mexico City's gates, faced off at Vicksburg and finally quelled the Apaches. They went over the top in France, survived the Bataan Death March and rode helicopters into firefights. They understand.

But the old ghosts don't understand the times beyond the post's front gate. They can't understand the devious spite the nation's elite directs toward our troops.

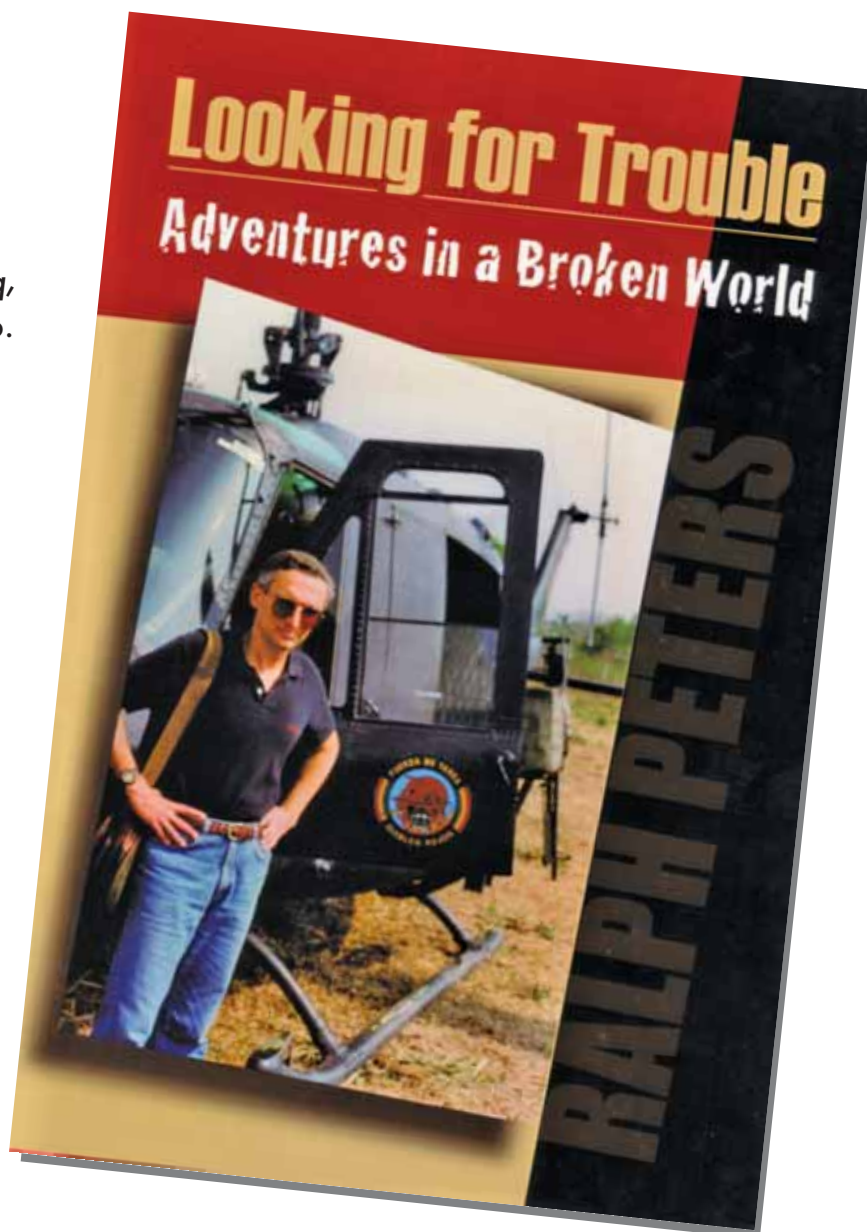
How could these spirits - who saw more American soldiers die in an afternoon than have fallen in six years in Iraq

- comprehend the privileged Americans who delight in tales of rising military suicide rates or "vets gone wild," while ignoring the heroes who've won a war that America's intellectuals declared unwinnable?

Well, Sherman's wraith understands: At one point in our Civil War, he banished the press from his camps and hankered to string up a few reporters.

But the other ghosts are befuddled. Grant, our greatest general, believed that crises would bring out our best.

Earlier this week, I spoke with present-day officers studying at Ft.



Leavenworth. It struck me, yet again, that we have never had a better Army. (The Navy, Marines and Air Force are represented, too - by tradition, all the services send contingents to each others' staff colleges.)

These men and women in US uniforms are serious and skilled, bold and uncomplaining. What's striking is how little they expect: Of all Americans, they have the least sense of entitlement and the greatest sense of duty.

Nor is the officer corps forged by our current wars a breed of yes-men. They've learned the hard way to ask the toughest questions. Listen to the majors in the new class and you find Army officers dubious about our lack of a strategy in Afghanistan, Air Force pilots appalled at the waste involved in buying the F-22 - and sailors (far from the sea) thinking beyond the horizon to future threats.

And then there are the Marine officers, ready for anything.

The closest thing to bitching I encountered was an observation by a superb public-affairs officer with whom I worked in Anbar: Now that things are going so well in Iraq, he reports, the press isn't interested - the embed count is dropping toward zero.

Well, during my latest visit to Ft. Leavenworth I didn't meet any of the tormented, twisted soldiers the press and Hollywood adore. Just the men and women who stand between our country and the darkness.

They're home with their families for a bit, but the workload at the Staff College is heavy. Officers who grasp the tenets of counterinsurgency have to master big-war planning, too. We need to be prepared for any conflict.

And these officers who, for a few months, have traded their weapons for computer screens, will be ready. These are the men and women the headlines ignore. Because these are the officers who won.

The ghosts can stand at ease. 🇺🇸

*Ralph Peters is a retired Army officer and a Command and General Staff College grad.*

*This article was first published in the New York Post.*



CGSC FOUNDATION PHOTO

## Northrop Grumman contributes to the Foundation

Col. (Ret.) Doug Tystad from Northrop Grumman, center left, presents a \$5,000 check to Brig. Gen. (Ret.) Bill West, CGSC Foundation Treasurer. Foundation Trustees David Beaham, left, and Willard Snyder participate in the ceremony.

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# Western Hemisphere Institute for Security Cooperation Curso ILE en español y mucho más ...

by Lee A. Rials, WHINSEC Public Affairs

**D**id you know that there is a Combined Arms Center subordinate that teaches the same core classes as the Command and General Staff School, but in Spanish? Did you know this subordinate has U.S. and partner nation military and police officers from eight countries in its current course?

When Congress and President Clinton created the Western Hemisphere Institute for Security Cooperation (WHINSEC) and opened it in 2001, this Defense Department school was handed over to the Army to run. In the Training and Doctrine command's school system, it was assigned to the Combined Arms Center.

The relationship with the Combined Arms Center is a natural one, because the most extensive course taught at WHINSEC is the Command and General Staff Officer Course (CGSOC), the same Intermediate Level of Education (ILE), taught to military officers in the Command and General Staff School at Fort Leavenworth. The institute's program is merely CGSS's program translated into Spanish. The U.S. officers that attend CGSOC at WHINSEC receive the same military education level accreditation that their counterparts in Fort Leavenworth receive.

Another indication of the parity of the two courses is the fact that last year, four of the 27 U.S. military students that graduated ILE in WHINSEC were selected to continue in Fort Leavenworth's School of Advanced Military Studies (SAMS).

"The relationship between WHINSEC ILE and Fort Leavenworth is



Lt. Gen. William B. Caldwell IV, Combined Arms Center/Fort Leavenworth Commander and Commandant of the Command and General Staff College, passes the WHINSEC colors to Col. Felix Santiago, July 29, 2008, at Fort Benning, Ga. Santiago became only the third commandant of WHINSEC since its inception and assignment to CAC in 2001.

closer than ever," said Lt. Col. Brad Hobson, Director of the WHINSEC Intermediate Level Education (ILE)

department. "We receive truly outstanding support from Fort Leavenworth. They send instructors to



Students enrolled in ILE at WHINSEC have the same curriculum and very similar classroom structure and technology as their counterparts at Fort Leavenworth.



All U.S. military education facilities require an instructor training course. Here a recent graduate of instructor training receives her instructor badge from WHINSEC Assistant Commandant, Paraguayan Colonel Julio Alvarez while Major Timothy Hudson awaits the next student.

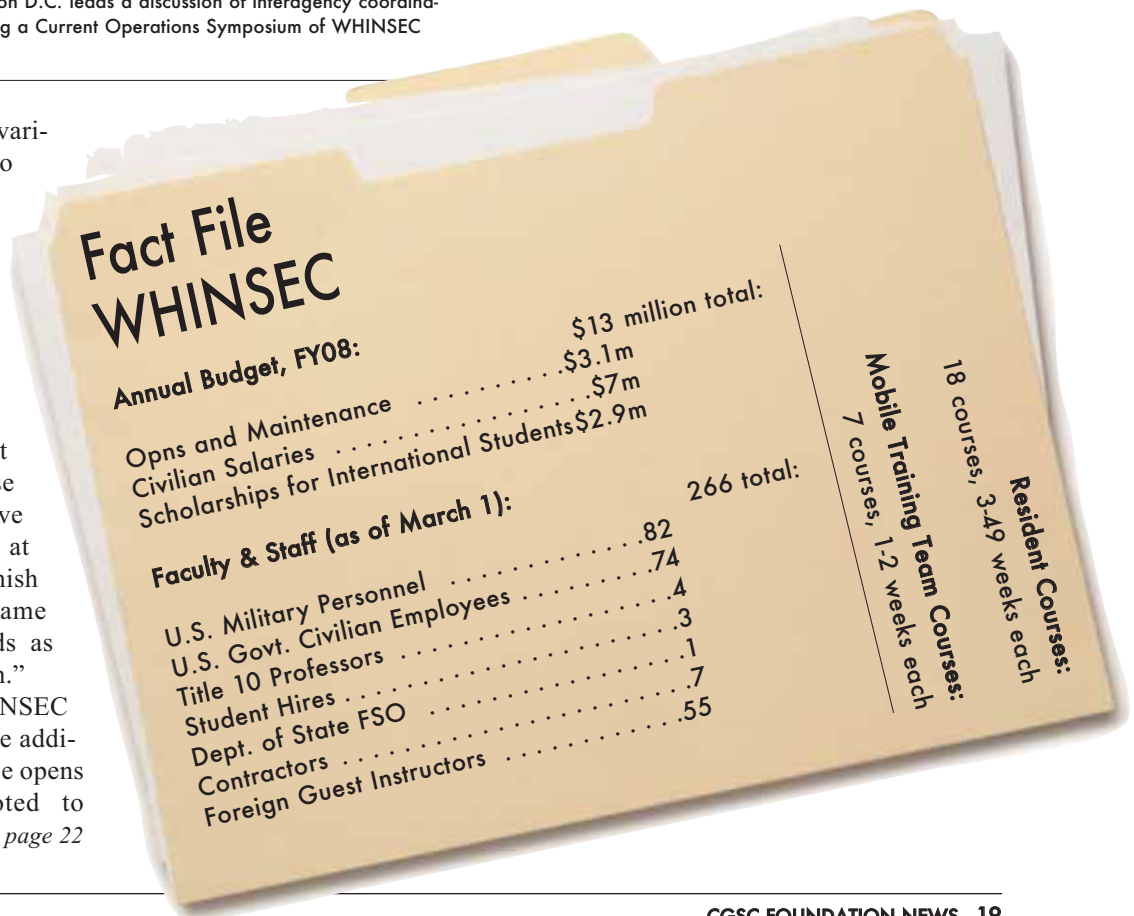


Mr. Guillermo Pacheco Gaitan, Assistant Professor, National Security Affairs Center for Hemispheric Defense Studies, Washington D.C. leads a discussion of interagency coordination needed in stability operations during a Current Operations Symposium of WHINSEC ILE on Feb. 11.

Fort Benning to participate in various staff group exercises and to assist with faculty development programs. WHINSEC ILE faculty members travel to Fort Leavenworth at least twice a year to meet with key faculty members there to insure that we are implementing updates to the curriculum as quickly as possible at WHINSEC. As a result of these close, professional ties, we have developed an ILE course here at WHINSEC, taught in the Spanish language, that has the same demanding academic standards as the course at Fort Leavenworth.”

The law that formed WHINSEC gives its CGSOC students some additional opportunities. The course opens with an entire week devoted to

*Continued on page 22*



# Thoughts from the Students

## Duty and Leadership

*Editor's Note: The CGSC Commandant requires every CGSS student to write and speak in public forums. The Foundation is proud to offer a conduit for their required work and believes our readership can benefit from their observations. None of their comments represent the official views of the College or the U.S. Army. All are edited for length so we may publish as many as possible. In this edition students from CGSS Class 2009-01 share their thoughts on duty and leadership.*

### **Duty—Why I serve** **Maj. John E. Baquet** **U.S. Air Force**

The moment I realized I was called to serve was as a 17-year-old junior in high school during the onslaught of Operation Desert Storm. Sitting in the kitchen with my Dad watching the President speak on national television, we talked about the generations of Americans who fought and died in the service to our country. We talked about duty, contributing to something bigger than ourselves and, of course, freedom.

Duty is defined as responsibility, obligation or something we have to do. For me, duty was a conscientious decision to be accountable. Specifically, being accountable to the men and women I serve with and those who have served before me who provided our country with the opportunities we enjoy as Americans.

As with many Americans my sense of duty changed on 9-11. Many joined the military while others were called on to serve at home. Most recently, duty has meant sacrifice, particularly the sacrifices of being away from those you love and even losing friends on the battlefield. In spite of the sacrifices, duty is a task I have embraced with the prospect of contributing to something bigger than myself.

The opportunity to contribute to something bigger than myself was never so apparent as it was during the days following 9-11. Compared to Pearl Harbor, this tragedy was my generation's call to assemble and take the fight to enemy. My pager went off almost immediately and my squadron prepared to deploy which we did before the end of the

month. Shortly after landing in Uzbekistan, we became a unified team with our sister service forces and planning began for what lie ahead. Cohesiveness was born almost immediately. We were rock solid in our reason for being there. Everyone had seen the 9-11 attacks on TV and were bonded with the common goal of defeating Osama bin Ladin and his threat to our way of life. Not only were the victims and families in the 9-11 attacks affected, but the entire nation, the entire world. We were fighting not only for each other, but also for something bigger than ourselves. We called it freedom.

Freedom is a word that can stand alone but is not won alone. It is won by many who have given their lives in defense of our nation and its interests. It is my charge to defend freedom and keep it safe from those who will threaten it. I'm glad my Dad and I had that talk about duty, about contributing to something bigger than one's self. It was through that conversation in the kitchen I began to understand the need for service. It was the foundation for what lie ahead in the days following 9-11.

### **Men of action** **Maj. Bryan Bettey** **U.S. Army**

While the qualities of a good leader are seldom tangible, most everyone knows them when they see them. People gravitate toward good leaders. They seek these leaders out and will work their fingers to the bone for them. Above all, a good leader is a man of action—actions such as leading by example, mentoring subordinates, and being an agent of

change are at the core of all good leadership.

Leadership by example is the inherent ability of a leader to take action guided by conscience; something so ingrained in the fiber of their being that the action becomes nearly involuntary. Refined to its essence, leadership by example is the personal courage to stand up and be the standard bearer for all to see. It is boldly attempting to lead a rightful life fraught with the temptation to slacken the pace or take the easy wrong over the hard right. By setting the example, a good leader is readily able to insist on high standards from his subordinates, ensuring that the organization sets the bar high for itself and constantly strives to meet or exceed those standards.

Good leaders must be good mentors. To be a good mentor, a leader must first be approachable. This is the doorway to clear communication and open dialogue. Second, a good leader must have excellent listening skills in order to identify the critical developmental issues and provide the needed mentorship. Finally, he must be able to convey his advice in a clear and meaningful way, using both written and verbal counseling. Counseling helps subordinates achieve their potential, making them not only an asset to the organization, but also enabling them to learn the tools of great leadership and pass them along to the next generation of leaders.

Whether improving the efficiency of a system or creating a transformational new method of completing a task, change is an inherent element of progress. Good leaders must become agents of change in the organization. It is not necessary for a good leader to be the author of a great idea; it is enough for him to adopt and

develop it. A good leader recognizes comments like “that’s the way we’ve always done it” as excuses and takes action. He recognizes that change must occur in a manner that prevents too many “good ideas” from being adopted at one time and takes action in such a way that there is efficiency in implementation and effectiveness over the long term. Finally, good leaders foster team buy-in of change to ensure its lasting success.

Good leaders in an organization always rise to the top. By setting the example and enforcing high standards, developing

public forum. He instantly joins the ranks of the “elitist officers” in the troops’ court of public opinion. After all, if he doesn’t care enough to learn the most basic feature about them as a person, how can he possibly help when they need assistance during a critical life crisis? Taking a genuine interest in a subordinate’s personal and professional well-being is the most important characteristic of a good leader.

Following the crash of a U.S. Navy EA-6B Prowler in 2003, the squadron’s commanding officer was relieved of duty due to a lack of command judgment dur-

to the troops’ issues is all for naught unless the leader follows up on them and provides his subordinate leaders the tools necessary to address critical issues. If a leader takes the time to learn a troop’s issue and then assist him through the successful resolution of the conflict, he will likely have a loyal subordinate who will fight for the success of leader and the unit.

The details of leadership are often difficult to perform. The most basic tenant of leadership, on the other hand, is not difficult to accomplish at all. It

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## Leadership and Accomplishment

Gen. Ashfaq Parvez Kayani, left, applauds with Lt. Gen. William B. Caldwell IV, CGSC Commandant, after unveiling the shadow box that will be placed in the CGSC International Hall of Fame, during a ceremony in his honor Feb. 26. Gen. Kayani, currently the Chief of the Army Staff in Pakistan, was a graduate of the CGSS Class of 1988 as a Major.

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PHOTO BY MARK H. WIGGINS

subordinates through mentorship and counseling, and making the necessary changes in an organization that transform it into a great organization, they set themselves apart as men of action.

### **Know your people** **Lt. Cmdr. David Harris** **U.S. Navy**

Leaders constantly underestimate the importance of knowing a subordinate’s name. Nothing crushes a leader’s credibility so quickly than that uncomfortable moment when he mispronounces or calls one of his troops by the wrong name in a

know” every officer and sailor in the squadron. From that point on they knew that they had a CO that would look them in the eye in the passageway, address them by their name and genuinely want to know how they were doing. Perhaps most importantly, he demanded the same type of dedication from the lower level squadron leadership.

It is not enough for a leader to state that he has an “open door” policy. He needs to take the additional step of opening the door to his subordinates’ world and learning what they do and what negatively impacts their ability to complete the mission. But listening

ing the events leading up to the mishap. Within 48 hours, the new commander had completely changed the atmosphere of the squadron by performing one simple act. He took the time to meet and “get to

simply requires that a leader get to know his people and take a genuine interest in their personal and professional well-being. By concentrating on this basic approach, leaders will set a positive command leadership tone with trust inherent up and down the chain of command. The reward for these efforts will likely be mission success.

### **Candor, integrity and selflessness** **Maj. Edward M. Jagodzinski** **U.S. Army**

My military training does not differ from any other Army officer when it comes to formal leadership. I have been taught the doctrinal definitions of leadership from the manuals and read the historical examples of both good and bad leadership. I have read leadership books and have studied management manuals and worked for and

*Continued on page 22*

*Continued from page 21*

with many different people over the years that have shown different styles and types of leadership. I have learned that the traits of candor, integrity and selflessness are the morally and ethically based attributes I personally look for in a good leader.

Candor is a trait that is often associated with people who are considered “Type-A” personalities. Candor could be viewed as obnoxiousness, bluntness or a brazen attitude; however, candor is a trait that encompasses several different attributes that provide critical substance. Honesty and courage are important factors in candor. Any leader can be vocal but a good leader will be honest when he needs to be candid. A good leader has the courage to speak out with honesty when the situation demands it and is willing to

take the consequences because they know they are doing the right thing.

Integrity is a leadership trait that is widely talked about but sparingly practiced. Integrity is basically doing what you know to be morally, ethically and legally correct even when no one is watching or listening. Integrity is measured against our beliefs, our laws, our standards of behavior, culture and, for the military, our regulations. Good leaders are recognizable because they uphold all standards on and off-duty, even the ones they don’t agree with. True integrity doesn’t mean you will be popular or highly regarded. Integrity takes courage and a leader with integrity will earn the respect of others not because of rank or position but because of his actions. I have had many bosses both in and out of the military and the ones I remember and respect the most and consider good lead-

ers are those that displayed true integrity.

Selflessness is the ability and willingness to do an equal share of the work effort and understand that the welfare of others is just as important one’s own. I look for leaders that remember where they came from and consider it a privilege to lead others and share in the work. A good leader is aware that he is a part of a team and every member of that team is just as important as he is. He ensures his followers’ needs are taken care of first before his own and he is not ashamed or afraid to do the same tasks he has directed his subordinates to do.

I ascribe to the belief that leaders are made, not born. Leadership is a great responsibility and a privilege and the characteristics of candor, integrity and selflessness are the foundation for the type of leadership I aspire to attain. 🙏

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*Continued from page 19*

Democracy, Ethics, and Human Rights studies. All students, including the U.S. students, travel to Washington, D.C., for a weeklong visit as part of DoD’s Field Studies Program. When funds permit, the students travel to a partner nation to conduct joint classes with their counterparts. Past classes have gone to Central America, Chile and Brazil.

The CGSOC is but one of 17 resident courses WHINSEC offers each year. The list of other courses includes a Cadet Course, Non-commissioned Officer courses, Captains Career Course, Joint Operations Course, Civil-Military Operations, Human Rights Instructor Course, and Counter-drug courses. The institute’s Peace Operations Course offers students a U.N. certificate as peacekeepers along with their WHINSEC diploma. This follows an agreement with the U.N. to add its distributed learning component to the course.

WHINSEC currently has the most complete democracy, ethics and human rights program available to the militaries and police forces of the Western Hemisphere. The institute devotes at

least 10 percent of each course’s content to HR-specific issues. Even Amnesty International said in a 2002 report that the institute’s human rights program could serve as a model for all U.S. government-sponsored training of foreign personnel.

In a new initiative, WHINSEC began even more direct support to the U.S. military last year. In the summer of 2008, ten U.S. ROTC cadets came to a Cadet Course taught here and were immersed in the language and culture of their Colombian Military Academy classmates. In 2009, the U.S. Military Academy and the U.S. Air Force Academy will both send cadets. This initiative supports Secretary of Defense Gates’ intent that U.S. military officers will be able to operate in at least two languages and be sensitive to multiple cultures.

The total student population per year is more than 1,000, with up to 300 more students enrolled in eight short courses taught by institute instructors in partner nations at their request. Military, law enforcement and civilians come from all around the hemi-

sphere, including the United States and Canada. Every course is taught in Spanish; the NCO Professional Development Course is also taught in English for the Caribbean basin nations. All WHINSEC courses are accredited by the U.S. Army Training & Doctrine Command, which means every course is doctrinally sound, legally correct, and relevant to the needs of its students and their nations.

WHINSEC plays a crucial role in support of U.S. Southern Command’s regional strategy, and is a unique forum for developing relationships among neighbors. U.S. Northern Command gives great credit to the institute for expanding its interaction with Mexico. Given today’s emphasis on regional cooperation, WHINSEC is an indispensable platform for supporting U.S. policy efforts in the region.

WHINSEC is open to visitors every workday. Anyone may sit in on classes, talk with students and faculty, and review instructional materials. 🙏

*For more information visit:  
[www.infantry.army.mil/WHINSEC](http://www.infantry.army.mil/WHINSEC).*

# Foundation presents CGSS Class 2008-02 awards

**T**he CGSC Foundation sponsors several awards for each graduating class of Command and General Staff School. The awards below were presented to members of CGSS Class 2008-02, which graduated December 2008. Participating in the presentations were CGSC Foundation Chairman retired Lt. Gen. Robert Arter, Foundation CEO Col. (Ret.) Bob Ulin and CGSC Foundation trustee and Medal of Honor recipient Col. (Ret.) Roger Donlon.



The General George C. Marshall Award: Army Maj. Joseph A. Jackson receives the Marshall Award for the distinguished U.S. student in his class from Col. (Ret.) Bob Ulin, left, Foundation CEO, and Foundation Chairman, retired Lt. Gen. Robert Arter.



The General Dwight D. Eisenhower Award: Australian Maj. Richard Mogg receives the Eisenhower Award for the distinguished international officer in his class from CGSC Foundation trustee and Medal of Honor recipient Col. (Ret.) Roger Donlon, left, and Arter.



Excellence in International Relations: New Zealand Maj. Sholto Stephens receives the Major General Hans Schlup Award for International Relations.



Master Tactician- Major Sholto Stephens from New Zealand receives the saber for the General George S. Patton Jr. Award for the Distinguished Master Tactician.



Best MMAS: Navy Lt. Cmdr. Jason Pittman receives a chair for the Birrer-Brooks Award for the Best Master of Military Art and Science Thesis.



Homeland Security Studies: Army Maj. Linda Lewis receives a chair for the Homeland Security Studies Award for outstanding homeland security research.



Master Logistician: Army Maj. William C. Arnold receives the saber for the Major General James M. Wright Distinguished Master Logistician.

PHOTOS BY MARK H. WIGGINS



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# Ask your Senator and Representative to support the Five-Star Commemorative Coin Act



Visit [www.cgscfoundation.org/coinbill](http://www.cgscfoundation.org/coinbill) to get started

**T**o honor the rich heritage and contributions to our nation of the United States Army Command and General Staff College at Fort Leavenworth, the CGSC Foundation seeks to mint a commemorative coin. Proceeds from the sale of the coins will help the CGSC Foundation fund programs and promote excellence in the faculty and students of CGSC.

Congress must pass a bill to authorize the Secretary of the Treasury to mint commemorative coins. Kansas Rep. Dennis Moore, with Kansas Representatives Lynn Jenkins, Jerry Moran and Todd Tiahrt as co-sponsors, introduced the 5-Star Commemorative Coin Act, H.R. 1177, in the current session of Congress on Feb. 25. The Senate version, S.455, has also been introduced.

The Foundation needs your help to ensure this legislation passes this year. Write your senator and congressman and ask them to support legislation for the 5-Star Commemorative Coin. Visit our web page at [www.cgscfoundation.org/coinbill](http://www.cgscfoundation.org/coinbill) and download the pre-prepared letters you can send.

Successful passage of the the 5-Star Commemorative Coin Act will authorize the Secretary of the Treasury to mint

100,000 five dollar gold coins, 500,000 one dollar silver coins, and 750,000 half-dollar copper-nickel clad coins. Sales of these coins will cover costs to the U.S. Treasury and pay huge dividends for the Foundation in its quest to support the College well into the future.

Since it's founding in 1881, the United States Army Command and General Staff College at Fort Leavenworth, Kansas has served the country exceedingly well, educating military leaders who have led America's sons and daughters in every war fought by this country since the later part of the 19th century. Numerous military officers who have become household names studied and served on Fort Leavenworth. Key among them are America's five-star generals: George C. Marshall, Douglas MacArthur, Dwight D. Eisenhower, Henry "Hap" Arnold, and Omar N. Bradley. These generals led American and Allied forces to victory over Nazism and fascism during World War II in Europe and the Pacific. 🇺🇸

Visit [www.cgscfoundation.org/coinbill](http://www.cgscfoundation.org/coinbill) and help the Foundation today.

We need your help **NOW** to get the **5-Star Commemorative Coin Act** passed this year.

## Four Easy Steps:

- 1.** Go to [www.cgscfoundation.org/coinbill](http://www.cgscfoundation.org/coinbill) and download the pre-written letters for your Senator and your Representative.
- 2.** If you don't know the names of your senators or congressmen go to [www.senate.gov](http://www.senate.gov) and [www.house.gov](http://www.house.gov) and use the search functions at the top of the pages.
- 3.** Edit the letters by adding your name and address to the top, the date, your senator/representative's name, and your typed name and signature at the bottom. You may also hand-write a note to personalize the letters.
- 4.** Mail your signed letters to the CGSC Foundation. We will attach a copy of the Coin Bill brochure and hand-carry your letters to your members of Congress.

Send your letters to:  
**The 5-Star Coin Bill c/o  
CGSC Foundation, Inc.  
100 Stimson Ave., Suite 1149  
Fort Leavenworth KS 66027**

# Stay in touch with your CGSC classmates

Join the CGSC Foundation Alumni Outreach web site today...It's free!

**Step 1-- visit [www.cgscfoundation.org](http://www.cgscfoundation.org)**

**Step 2-- click on "Alumni Outreach"**

**Step 3-- click on "Register"**

The image shows two screenshots of a web browser. The top screenshot shows the main website at <http://www.cgscfoundation.org/>. The navigation menu includes: Home, Newsroom, Support the Foundation, About Us, Corporate Partners, Links, and Alumni Outreach. The bottom screenshot shows the <http://alumnioutreach.cgscfoundation.org/> page. It features a navigation bar with: Home, Register, News, Events, Community Blogs, Groups, Donate, Online Gift Shop, Member Search, and Links. The main content area includes a welcome message, a "Register now" button, and a "Join Today!" button. A banner at the bottom lists several distinguished leaders and their classes.

**Step 4-- Follow the steps in the registration process to select your CGSS class, pick a username and password and fill out your personal profile information. After you accept the terms of use, click on "Register" and you will receive an email within 24 hours that your registration is approved.**

Once your registration is approved, as a member you can post your own photos, maintain a blog, and send messages to other members much like Facebook or MySpace, but without the worry and bother of advertisers and other outsiders. Other benefits of the site include:

- You control how much of your personal information on your profile is visible to others.
- You create your own personal blogs and photo albums to share with your classmates.
- Each class has their own group page they can use for blogs, photos and reunions.
- Message other members without having to know their email addresses.
- Members with valid postal addresses receive a free subscription to the CGSC Foundation News which is published twice annually.

**Go to [www.cgscfoundation.org](http://www.cgscfoundation.org) , click on "Alumni Outreach" and get connected.**

PHOTO COURTESY ED BURGESS



James H. Billington, Librarian of Congress, right, presents Ed Burgess, Director of the Combined Arms Research Library (CARL), with the award for the 2007 Large Library/Information Center of the Year. Jeff LaMoe, left, the CGSC Chief of Staff, traveled with Burgess to receive the award at the ceremony conducted in the Library of Congress in Washington, D.C., Sept. 12, 2008.

# Combined Arms Research Library wins top award

The Federal Library and Information Center Committee (FLICC) has named the Combined Arms Research Library, U.S. Army Command and General Staff College, its library of the year for 2007 in the Large Library/Information Center category. Winners of these national awards for federal librarianship recognize the many innovative ways that federal libraries, librarians and library technicians fulfill the information demands of government, business and scholarly communities and the American public.

“This award recognizes a culture of customer service and attention to the needs of Fort Leavenworth personnel, whether they are students, family members, or active duty members of the armed forces,” said Ed Burgess, CARL director.

The CARL is recognized for its superior provision of a wide range of services to its 8,000 students, faculty, scholars, staff and the Army community at large. In 2007, the library system achieved its mission to promote the library as a network-centric learning and adaptive organization. CARL used creativity and innova-

tion to reach its service goals with initiatives such as e-access to domestic and international audiences, promotion and marketing efforts, research and public services, space and technological upgrades, and professional development. Evidence of the CARL staff’s energy, enthusiasm and success can be seen in a significant increase in customer satisfaction, evidenced by a 28 percent growth of database usage and a 76 percent increase in Online Public Access Catalog searches.

In a ceremony held June 24, 2008 Lt. Gen. William B. Caldwell, IV, commander, Combined Arms Center, recognized members of the CARL staff for their contributions to this landmark achievement. “It [the CARL] is an incredible resource, it is a premier resource for the United States military and it’s a great one for the United States government...It’s a great facility, but it’s the people in it who make it as great as it is,” he said.

Burgess and the CARL library were officially recognized at the 25th Annual FLICC Forum on Federal Information Policies Sept. 12, 2008 at the Library of Congress in Washington, D.C.

# National Security Roundtable program continues to grow

A CGSC faculty panel leads discussion about the Middle East Region in the National Security Roundtable program conducted Dec. 2-3 in the Lewis and Clark Center, home of the Command and General Staff College at Fort Leavenworth.

The National Security Roundtable Program at CGSC is now more than a year old. Established in November 2007, the program was designed to bring together a forum of leaders several times each year from business, finance, industry, academia, and the government sector to discuss and examine the national-security environment in general followed by an in-depth examination of a particular region or country.

Two roundtables are currently scheduled in 2009, one in March and another in September. To find out more about the program and how to nominate a civilian business executive for attendance, contact the Foundation at [office@cgscf.org](mailto:office@cgscf.org).



PHOTO FLASH

PHOTO BY MARK WIGGINS

Continued from page 14

tary professionals had to untangle complex and unexpected problems and change their armies to meet the realities of a deadly new operational environment.

The memorial's exhibits fit in well with the CGSC Department of Military History's H100 and H200 course themes of revolutionary change and innovation within military institutions. Staff College students have been enthusiastic about the classes held at the memorial.

"The greatest advantage of conducting class at Liberty Memorial was the ability to visualize the challenges of warfare among the contending nations, to observe the various capabilities of the weapons and how they developed as the war progressed, and to see firsthand testimony of personal experiences during the war from diverse perspectives," said Major Lance Okamura. Air Force Major Randy Oakland pointed out that, "Seeing the displays at the memorial helped me to visualize key historical points from the CGSC lesson material," and noted that the memorial also "sends a message that the actions of those who have gone before truly aren't forgotten."

The relationship between CGSC and the Liberty Memorial has been far from one sided. A number of CGSC faculty members play active roles in administering the museum, participating in ceremonies and other events at the site, and aiding the memorial in its educational outreach programs for the local commu-



Dr. Richard Faulkner, left, discusses the strategic situation at the outbreak of the Great War with CGSC students using the galleries of the Liberty Memorial.

PHOTOS COURTESY DR. RICHARD FAULKNER

nity. For example, Scott Porter, a CGSC tactics instructor, is on the museum's Board of Trustees and serves as the Co-chair of the Museum Collections Committee. Mr. Porter has been instrumental in finding and documenting artifacts for the Liberty Memorial's ever-growing collection. Fort Leavenworth instructors, such as Edward Kennedy, Dan Fullerton, and the author have also supported the museum's educational program by presenting classes on various topics relating to World War I to local school

groups visiting the memorial.

As the centennial of the Great War approaches, there will be ever-greater opportunities to expand the symbiotic relationship between CGSC and the Liberty Memorial. This "alliance for learning" will continue to educate CGSC students in the war's role in shaping our world, and the Liberty Memorial will have a ready access to CGSC faculty members who are excited about the museum's mission and share its passion for expanding the public's knowledge of World War I. 🇺🇸

**PHOTO FLASH**



PHOTO BY MARK WIGGINS

## First National Bank contributes to the Foundation

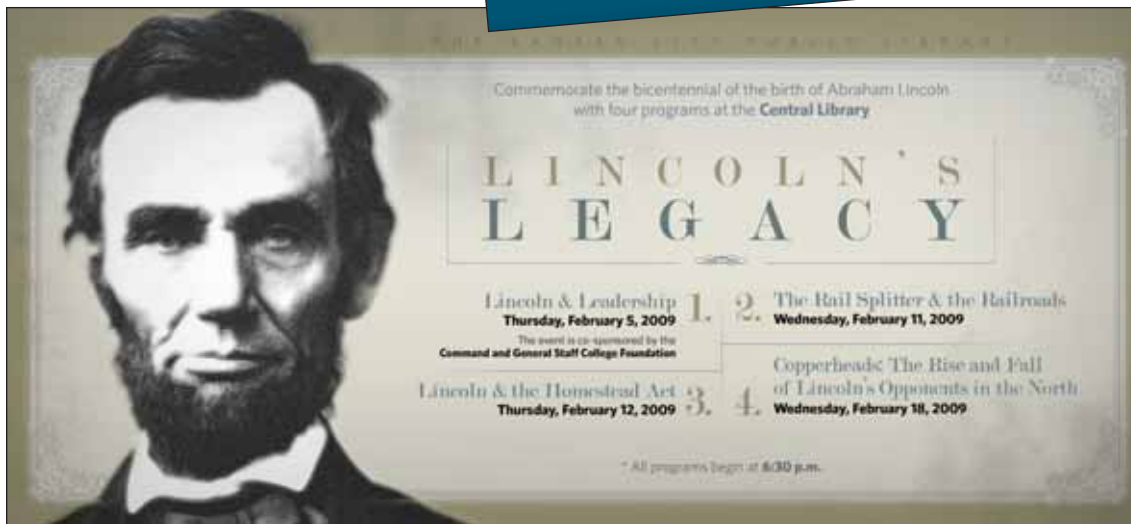
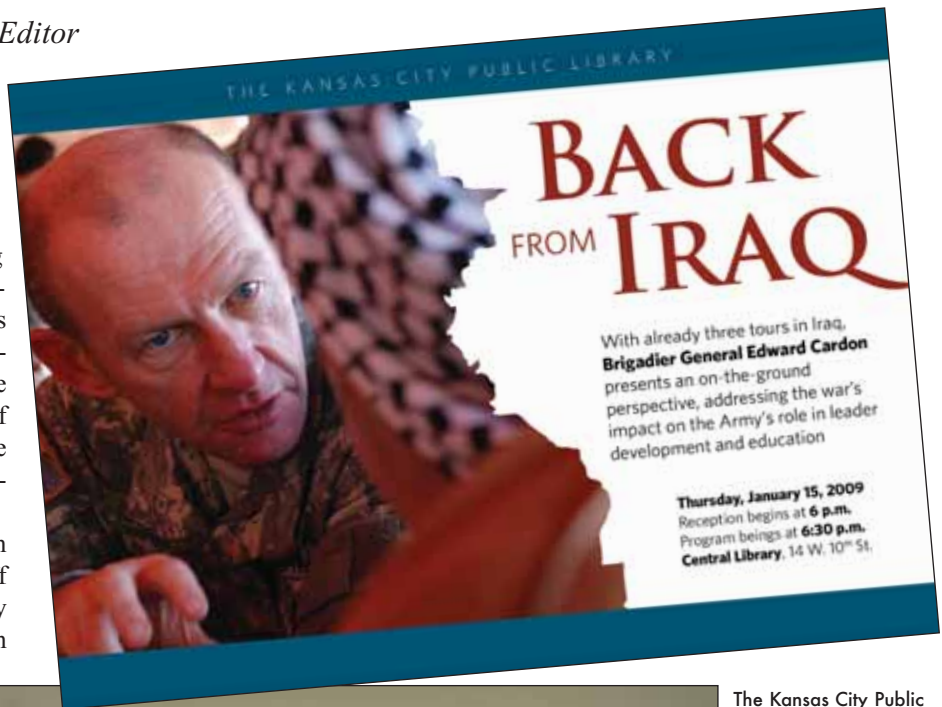
Mr. Rob Drury, President, First National Bank, Leavenworth presents a \$1,000 check to the foundation. Lt. Gen. (Ret.) Bob Arter, Foundation Chairman, left, and Brig. Gen. (Ret.) Bill West, Treasurer, accept the donation.

# Foundation continues outreach efforts with KC Library special events program

by Mark H. Wiggins, Managing Editor

**O**n Jan. 15, Brig. Gen. Ed Cardon, deputy commandant of the Command and General Staff College spoke about leadership and developing leaders in challenging times in downtown Kansas City as part of the Kansas City Public Library special events program. Cardon has extensive experience in Iraq and presented the group of attendees with his perspective of the war and its impact on leader development and education.

On Feb. 5, a panel of historians from the Command and General Staff College Department of Military History conducted a discussion on



The Kansas City Public Library special events program created this artwork as part of the marketing plan for Brig. Gen. Cardon's presentation Jan. 15 and the Lincoln panel Feb. 5.

President Abraham Lincoln's leadership traits as commander in chief, as part of the same KC library special events program. Doctor Ethan S. Rafuse, Dr. Terry Beckenbaugh, Assistant Command Historian Kelvin D. Crow, and Associate Professor Deborah Kidwell were the participants.

"I think the KC Library Special Events Program is a great opportunity for the Foundation to support the

College's community outreach efforts," said Col. (Ret.) Bob Ulin, Foundation CEO. "This is a great opportunity for the city to learn about the issues discussed, but more importantly it's an opportunity for them to discover what a national treasure the Command and General Staff College really is...and it's right here in their backyard."

The CGSC Foundation has co-host-

ed other special events at the Kansas City Public Library. These include a discussion by the now-retired former deputy commandant Brig. Gen. Mark E. O'Neill about the International Officer program at CGSC, and a panel discussion about the 40th Anniversary of the Tet Offensive in Vietnam that included Ulin and Marine Lt. Col. (Ret.) Bud Meador, CGSC faculty advisor to the Foundation, who were both in Vietnam during the Tet Offensive, along with CGSC's Director of the Department of Military History, Dr. Jim Wilbanks. 🇺🇸

# General Bernard W. Rogers

*Native Kansan, 28th Army Chief of Staff, long time SACEUR commander, CGSC Class of 1955 alumnus, dies at 87.*

*By Sean N. Kalic, Ph.D.  
CGSC Department of Military History*



**O**n Oct. 27, 2008 General Bernhard W. Rogers died after a heart attack in Falls Church, Va., ending a dedicated and long career to the United States and the Army. He was 87. Gen. Rogers had a long and distinguished career that spanned three major wars (World War II, Korea, and Vietnam), as well as the Cold War. Throughout his Army career he became known as a “talented combat commander,” “intellectual,” and “Army reformer.”

Born in Fairview, Kansas in 1921, Rogers served a brief period in the Kansas Army National Guard before entering West Point in 1940. At West Point he excelled academically, which earned him the appointment of First Captain of Cadets prior to his graduation in 1943 as a Second Lieutenant of Infantry. After joining the 70th Infantry Division, Rogers returned to West Point in 1944 as an instructor in the Department of Economics, Government, and History. From 1945-1947 he served as Aide and Executive Officer to Gen. Mark Clark, Commander of U.S. forces in Austria.

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*“Deep down, I think Bernie Rogers is still a small town boy from the Midwest. He still talks about Kansas, and Kansas is still with him. There’s a directness, a frankness, an understanding that little people count as well as big people. He still has his feet in the dirt and he’s proud of it.”*

*— Lt. Gen. DeWitt C. Smith  
Former Commandant of the U.S. Army War College*

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In 1947, Rogers again demonstrated his keen intellect by winning a coveted Rhodes scholarship. At Oxford University, Rogers focused on Economics and Philosophy, which yielded a bachelor’s degree in 1950, and eventually a Master’s degree in the same fields. After completing his studies in England, Rogers completed the Infantry Advanced Course and quickly was assigned command of the 3rd battalion, of the 9th Infantry in Korea. During his time in Korea, he

became a decorated infantry commander and further proved himself as an exceptional combat leader.

After Korea, Rogers returned to Kansas to attend the Command and General Staff College (CGSC). Following CGSC, Rogers commanded the 1st Battalion of the 23rd Infantry, served as executive officer and senior aide to the Army Chief of Staff, Gen. Maxwell Taylor, and then attended the Army War College.

Upon promotion to Brigadier



General, the Army selected Rogers to be the Assistant Division Commander of the 1st Infantry Division which was deployed in Vietnam. While serving in Vietnam, from 1966-1967, Rogers once again proved himself an exceptional combat commander and leader. For actions taken during successive combat engagements during his tour in Vietnam, Rogers earned the Distinguished Service Cross, the Silver Star, the Distinguished Flying Cross, the Bronze Star of Valor, and the Air Medal with Valor Device.

Following his experiences in Vietnam, Rogers returned to West Point as Commandant of Cadets in 1967 and served as commander of the 5th Infantry Division (mechanized) in 1969. In the early 1970s, Rogers served as Chief of the Legislative Liaison, Deputy Chief of Staff for Personnel, and Commander of the United States Army Forces Command. In these positions, Rogers strove to improve the Army's combat readiness, quality of family life, and the transition to an All-Volunteer force. Throughout these positions, Rogers become recognized as an intelligent and successful leader who had a keen

eye toward balancing the needs of the Army with quality of life issues of soldiers. As a testament to his abilities, Gen. Rogers in 1976 became the Chief of Staff of the Army, where he maintained his steadfast commitment to combat readiness and the quality of life for the Army.

Beyond his commitment to the Army, Rogers also emphasized the Army's role in NATO. His commitment to NATO was rewarded in 1979 with the Allied Nations selecting him as the Supreme Allied Commander, Europe (SACEUR). Upon his retirement as SACEUR in June 1987, he had the honor of being the longest serving Commander in the history of the alliance, and was hailed as "the most effective NATO chief since Dwight D. Eisenhower."

During his retirement, General Rogers maintained his commitment to national service by being a member of the Atlantic Council of the United States, the Council of Foreign Affairs, and the Association of the United States Army. General Rogers has left an indelible legacy that will continue to inspire the men and women of the United States Army. 🇺🇸



### **The CGSC Foundation honors the service of the following deceased CGSC alumni and Foundation constituents:**

**Brig. Gen. (Ret.) Steve Chappui**, died Aug. 19, 2008, age 94

**Lt. Gen. (Ret.) Robert Haldane**, CGSC Class of 1959, died March 5, 2008, age 83

**Brig. Gen. (Ret.) Arthur Hurow**, died May 3, 2008, age 90

**Brig. Gen. (Ret.) Clarence Rhea**, died Dec. 27, 2005, age 84

## **CGSS Class 2009-02 begins classes in February**

Combined Arms Center and CGSC Commandant Lt. Gen. William B. Caldwell IV; U.S. Sen. Sam Brownback, guest speaker; Maj. Gen. Toshihiro Miyashita, Director, Policy & Program Department, Japan Ground Self-Defense Force, special guest; newly elected U.S. Rep. Lynn Jenkins; and CAC Cmd. Sgt. Maj. Philip Johndrow gather for a group photo following the opening day ceremony for CGSS Class 2009-02, Feb. 9 at the Lewis and Clark Center. Class 09-02 will graduate in December.



PHOTOS BY DON MIDDLETON, FORT LEAVENWORTH VISE

# Foundation promotes faculty and student development

by Nicholas H. Riegg, Ph.D., Economist

Associate Professor of Strategy, Dept. of Joint, Interagency and Multinational Operations

**O**n Feb. 11, the CGSC Foundation sponsored the attendance of CGSC faculty and selected students at an International Relations Council event at the Union Station in Kansas City. The event featured the current Russian Ambassador to the United States, the Honorable Sergei Kislyak. It was an especially interesting evening for the CGSC faculty and students to consider and discuss alternative viewpoints in order to more fully understand the current international operational environment and adequately prepare for future contingencies.

Ambassador Kislyak's speech was meant to celebrate the common birthday of Russia's Czar Alexander II, who freed Russian serfs, and our President Abraham Lincoln. Two hundred years ago, the future czar and the future president were both born on Feb. 12, 1809. One was born into the elegance of a royal palace, with a refined and highly educated family, every benefit imaginable and an automatic expectation of becoming his nation's leader. The other was born in a small, rustic cabin to a common rural family of little education, no expectations, and only the benefit of being born free in a country of growing opportunity. The Ambassador pointed out that these two men not only achieved a similar level of greatness in their respective countries, they also shared many of the same values.

Shortly after Lincoln's inauguration in 1861, Czar Alexander sent him a letter of congratulations and initiated



Russian Ambassador Sergei Kislyak speaks at a International Relations Council of Kansas City event at the Union Station Feb. 11. The CGSC Foundation sponsored attendance to the event of several CGSC faculty and students.

their bi-national dialog. In 1863, at the height of the American Civil War, the Czar sent his fleet on a good-will mission, and as a statement of Russia's support in the Union's darkest hour,

with port calls in New York and San Francisco. Lincoln acknowledged the utility of the fleet's visit, and historians have noted that it undoubtedly served as a cautionary signal to both

Britain and France not to enter the fray on the side of the Confederacy. Another positive gesture towards the United States by Russia under Alexander II was its decision, made just a couple of years after Lincoln's assassination, to cede ownership of Alaska (with compensation) to the United States.

Citing these positive elements in Russian-American history, as well as the many common challenges we face today – including the war on terrorism, political instability in many parts of the world, the need to contain nuclear proliferation and other weapons of mass destruction, and building a resilient world economy that will serve us all – the Ambassador called on Americans to fully put the Cold War behind us and build a relationship resting on “reciprocal respect.”

Unlike many ambassadors and politicians who studiously avoid broaching difficult and at times divisive issues, Ambassador Kislyak proactively addressed them. He candidly answered questions about the recent conflict between Russia and Georgia, U.S. and Russian differences over anti-ballistic missiles in Europe, the need to negotiate the renewal of the START agreement, and the desire to build up our bilateral trade. He also



Eliot Berkley, founder of the International Relations Council in Kansas City, speaks with Russian Ambassador Sergei Kislyak during the Feb. 11 event at the Union Station.

directly responded to a question from a member of the CGSC contingent about the centralization of power by the Kremlin. He said recent changes to various political structures in Russia such as the appointment by the Kremlin of regional governors, rather than their direct election – might or might not endure. He said many changes have been a response to corruption, incompetence and malfeasance – which, he reminded us, is even a problem in such places as Illinois. In any case, he concluded that

one should expect some adjustment in the constitution and in institutions in such a young democracy before a relatively permanent form is achieved.

Toward the end of his presentation, the Ambassador addressed what looked like a more open attitude of the new Obama administration toward Russia. In closing, the Ambassador voiced both optimism and a sincere belief in the importance of our two countries finding effective ways to cooperate in the years ahead. 🙏

**PHOTO FLASH**



CGSC FOUNDATION PHOTO

## Exchange Bank joins ranks of contributors

Mr. Mark Windsor, President, Exchange Bank, Atchison, presents a \$1,000 check to the foundation. From left to right, Brig. Gen. Bill West, Foundation Treasurer, Mrs Gail Hethcoat, First National Bank; Mr Windsor; and Lt. Gen. (Ret.) Bob Arter, Foundation Chairman.

## ARMED FORCES BANK

**A**rmed Forces Bank has been serving military communities for over 100 years. The bank is headquartered in Fort Leavenworth, Kansas, where it was originally chartered in 1907 as Army National Bank. In 1997, as the bank expanded its market and began opening offices on Air Force, Navy, and Marine Corps installations the name was changed to Armed Forces Bank. Today Armed Forces Bank operates 52 branches on 30 military installations (11 Army, 14 Air Force, 4 Navy, and 1 Marine Corps) in 17 states across the country. Thirty of these branches are located in the Main Exchange and are open 7 days a week during Exchange business hours.


Armed Forces Bank specializes in military banking. Over 95 percent of its customers are military (active duty and retired). As the on-post/base bank, Armed Forces Bank offers an array of convenient, low-cost, comprehensive banking services. Customers receive nationally competitive deposit and loan rates and in most cases same-day loan approval.

Additionally, Armed Forces Bank has developed a service delivery system that transcends geographic boundaries and time zones to provide outstanding customer service

worldwide. Customers can bank by phone, mail, Internet and automated teller machine. Armed Forces Bank is one of the few banks in the U.S. that has a fully staffed Call Center that offers 24-hour, 7-day-a-week, 365-day-a-year customer support. The Call Center is located in Leavenworth, Kansas, and is staffed with 143 agents, 7 online banking representatives, 24 lead/supervisors, and 11 support staff. Customers can call toll-free anytime night or day for assistance and speak directly to an agent. In 2008, the Call Center handled over 2.4 million customer calls. A toll-free, 24-hour automated account information line, ATM access through the major ATM networks, free online banking, bill payment and e-statements allow customers to do their banking from virtually anywhere.

Service members have unique needs, particularly during times of unexpected mobilizations and

deployments. Family members left behind face financial challenges as they struggle to maintain home and family. Some younger service members lack the experience and fiscal education to successfully manage their finances. As a result, many are finding themselves in financial situations that are difficult to overcome on their own. In response, Armed Forces Bank developed a small dollar loan program to help customers get back on track and avoid using payday lenders. The program, recognized by the Federal Deposit Insurance Corporation (FDIC), includes a savings component. Once the loan is repaid, the borrower has a savings base in the form of a \$250 certificate of deposit.

“It’s about going above and beyond to take care of our customers,” said Don Giles, President and CEO. “To provide individualized, personal service that meets their needs, no matter where they are located.” 

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*Armed Forces Bank specializes in military banking. Over 95 percent of its customers are military (active duty and retired).*

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## Belvoir ILE alumni rewarded with opportunities

Two Fort Belvoir satellite campus Command and General Staff School alumni from the August-December 2008 class were recently selected to participate in separate outreach programs based on their leadership ability and demonstrated potential.

Maj. Prentice R. Price, Army Nurse Corps, assigned to the Bamberg Germany Health Clinic, will attend a one-year training with industry fellowship with the Baptist Health System in San Antonio, Texas, beginning in summer 2009.

Maj. Rose Keravuori, Military Intelligence Corps, will participate in the University of Virginia's Sorensen Political Leaders Program, Class of 2009. The Sorensen Program is a leadership development program for residents of Virginia interested in becoming more active in public service, whether as community leaders or elected officials.



In the photo with Price, center left, and Keravuori, are their former staff group advisors/assistant professors Michael Hoffman, from the School's Department of Joint, Interagency and Multinational Operations, on the far left, and Eric Katz, from the School's Department of Logistics and Resource Operations.

PHOTO COURTESY ERIC KATZ

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