

# COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY



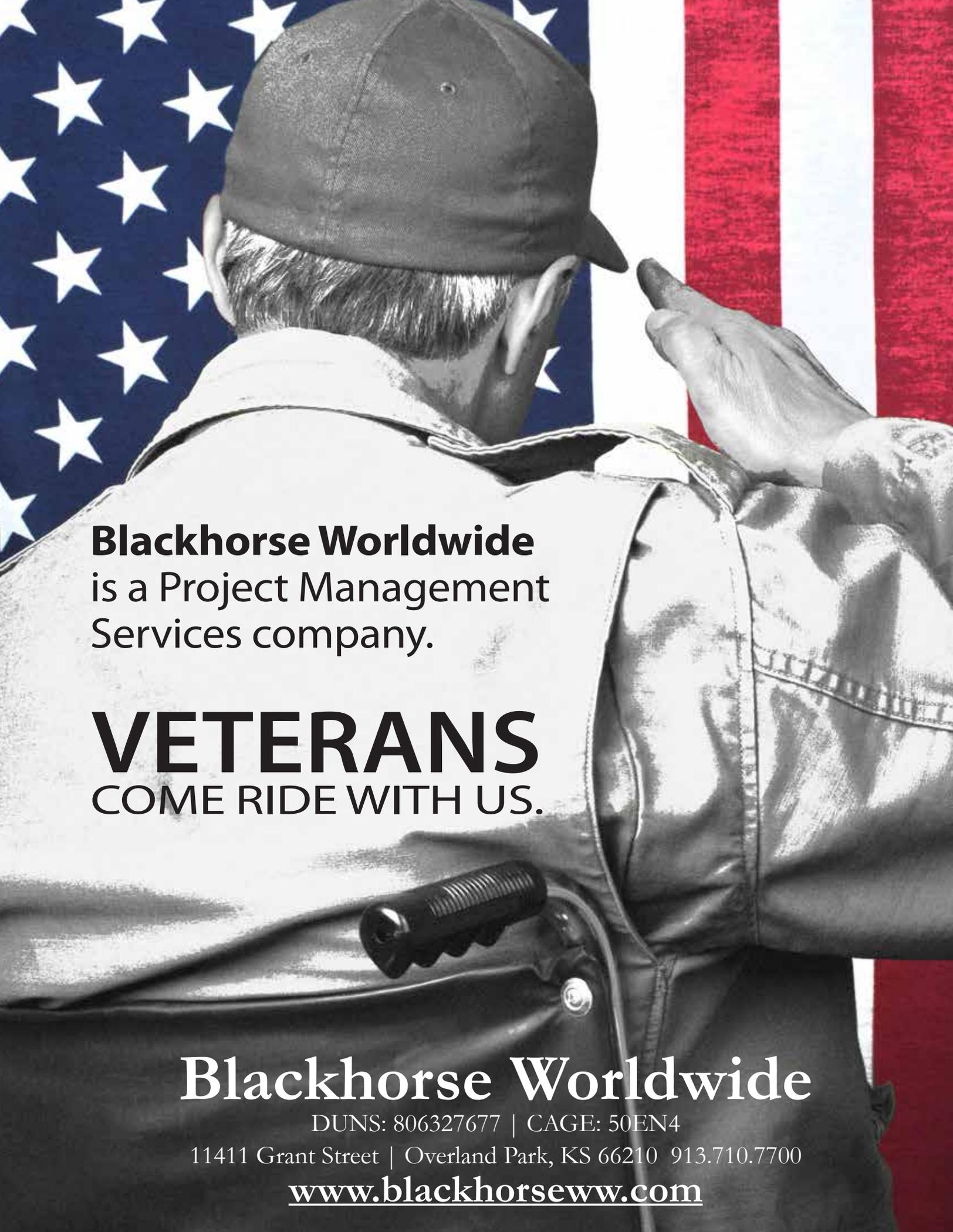
No. 17/Fall 2014

## 2014 Distinguished Leadership Award presented to Mr. Kenneth Fisher

– page 18

### INSIDE:

- A Celebration of International Friendship
- CGSC Department of Army Tactics
- New lecture series to educate, commemorate WWI events
- Where are they now? – Former CGSC Students
- Foundation support to faculty research
- Simons Center Update
- In Memoriam
- In Print
- Partner Spotlight – Fisher House Foundation



**Blackhorse Worldwide**  
is a Project Management  
Services company.

**VETERANS**  
COME RIDE WITH US.

**Blackhorse Worldwide**

DUNS: 806327677 | CAGE: 50EN4

11411 Grant Street | Overland Park, KS 66210 913.710.7700

[www.blackhorseww.com](http://www.blackhorseww.com)

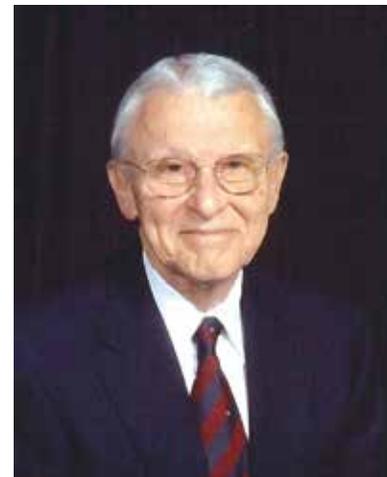
*Editor's Note: Lt. Gen. (Ret.) Robert Arter, along with trustee Col. (Ret.) Willard Snyder and retired CEO Bob Ulin, was one of the forces that started the CGSC Foundation along its path of service to the College in December 2005. Lt. Gen. Arter has served nine years as our chairman through the funding, growth and maturation of the Foundation. In March 2014, he notified the board that he was standing down at the end of his term in September. In accordance with CGSC Foundation bylaws, the board unanimously elected Lt. Gen. Arter Chairman Emeritus and Col. (Ret.) Willard Snyder, Trustee Emeritus, in recognition of their significant service to the Foundation.*

*Also, in the same September board meeting, Vice Chairman Lt. Gen. (Ret.) John E. Miller was elected as the new Foundation Chairman. Lt. Gen. Miller will author this column in the Spring 2015 edition.*



## Acting anew

by Lt. Gen. Robert Arter,  
U.S. Army, Ret



**ONE IS HUMBLLED TO BE HONORED AGAIN** by the Foundation in such a significant way – to serve as Chairman Emeritus. All have my pledge to remain an unequivocal advocate and enabler of the Foundation's noble cause.

Commending the Royal Air Force for its herculean, successful efforts during early days of World War II, Winston Churchill assessed, "Never in the face of human conflict has so much been owed by so many to so few." His words, daily, should be in the thought process of every citizen of the Nation

as each acknowledges and commends all who have worn and continue to wear the uniform – during the past 13 years, two wars, with just the slightest "blip" in the Force Structure, pointing to multiple combat tours, thus family separations. One assesses that early on these uncommonly dedicated soldiers understood the rightful destiny of their country. It is evident that they are gifted with the tenacity that is given those of long and insistent vision; that they share an instinct both as "seers" and "doers" for going to the heart of things.



PHOTO BY MARK WIGGINS

Foundation Chairman Lt. Gen. (Ret.) Robert Arter with a contingent of the Founding Trustees at the unveiling of the Founding Trustee plaque in the Lewis and Clark Center Aug. 12, 2007.

*The debt owed these extraordinary Americans we can never repay. It is manifest with such clarity in countless ways.*

The debt owed these extraordinary Americans we can never repay. It is manifest with such clarity in countless ways. But shall we not become more involved, for example, to become more assiduous in supporting the mission of the Command and General Staff College, dubbed some years ago the “Intellectual Center of the Army” by General Gordon R. Sullivan? The answer must be that we shall for the College increasingly become central to ensuring that our Soldiers’ destiny rests in the hands of leaders and commanders honed by the “Leavenworth Experience.”

We suggest this construct is the base of the “Experience.” Jean Monnet, French Statesman, named Honorary Citizen of Europe, 1976, assessed, “Institutions are more important than men. But only men, when they have the strength, can transform and enrich things which institutions transmit to successor generations.” The U.S. Army Command and General Staff College, central to the Nation’s security, epitomizes Monnet’s assessment. Ever, it has been, and is, commanded and staffed by extraordinarily strong, visionary men and women-warrior educators and mentors who remind all that education is a lifelong experience, that self-congratulation is its worst enemy, and evidence in every way that the most successful educators are not those who pat one on the back for how far one has come, but rather keep pointing out how far one must go. But unlike most institutions whose educators grow stale or give up early on, the Command and General Staff College progressively widens the scope of its efforts to encompass not only this nation’s military but international partners as well. In the process, College educators encourage all to be impatient with the platitudes and circumlocutions that characterize so much of the academic discourse.

Acknowledging that the Foundation helps provide the “Margin of Excellence” by enhancing extant and emerging College missions, simultaneously we acknowledge its active, uncommonly committed, selfless leadership team – a team which knows firsthand both the urgency of our days and the tenacious patience required by the workers in the vineyards.

Moreover, we are ever mindful and grateful for the extraordinary generosity projected by countless patriots from across the nation, which has enabled the Foundation to provide “The Margin of Excellence” to those who experience the Command and General Staff College. Your participation in the Foundation’s successes is indelibly recorded.

That which the Foundation is about takes on added significance and effort almost daily. Our noble cause will remain with us for as long as man continues to be what he is, too clever and not good enough. This looks like being a long time. One gathers strength, encouragement and inspiration reviewing another time of crisis in our Nation’s history when President Lincoln assessed:

*The dogmas of the quiet past,  
Are inadequate to the stormy present,  
The occasion is piled high with difficulty,  
And we must rise with the occasion,  
As our case is new, so we must think anew,  
And act anew,  
We must disenthrall ourselves,  
And then we shall save our Country.*



Lt. Gen. Arter presenting a statue to new CGSC International Hall of Fame inductee Pakistani General Ashfaq P. Kayani, Feb. 26, 2009. Arter makes a presentation on behalf of the Foundation to every IHOF inductee.



PHOTOS BY MARK WIGGINS



Lt. Gen. Arter congratulates Mr. Ross Perot on receiving the Foundation's 2010 Distinguished Leadership Award in a dinner banquet in Kansas City April 20, 2010.



Lt. Gen. Arter and his wife Lois present Carolyn Shelton with a bouquet of flowers during the 2011 Distinguished Leadership Award dinner at North Carolina State University April 11, 2011. Gen. Hugh Shelton was the fourth recipient of the award.



PHOTO COURTESY THE RANGER GROUP

In one of the most memorable events of his tenure as Chairman of the Foundation, Lt. Gen. Arter makes a tandem parachute jump onto the driving range of the Fort Leavenworth golf course Sept. 6, 2011, in celebration of his 82nd birthday the next day. His jump contributed significantly to fundraising efforts for the Foundation’s golf tournament that year.



**Command and General Staff College  
FOUNDATION NEWS**

No. 17, Fall 2014 (November 2014)

Published twice annually by the Command and General Staff College Foundation, Inc.  
100 Stimson Ave., Suite 1149  
Fort Leavenworth, Kansas 66027-1352  
Ph: 913-651-0624  
Fax: 913-651-4519  
Email: office@cgsfcf.org  
Web site: www.cgsfcfoundation.org

**Editor-in-Chief**

Col. (USA Ret.) Doug L. Tystad  
dtystad@cgsfcf.org

**Managing Editor**

Mark H. Wiggins  
MHW Public Relations  
and Communications  
www.mhwpr.com

**Marketing Manager**

Linda A. Carpentier  
linda@cgsfcf.org

**Design Layout**

Kathryn Creel  
k.creel@att.net

**Printing/mailling**

Allen Press, Inc.  
Lawrence, KS

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.**

# Inside

From the Chairman Emeritus ..... 3

CEO's Corner ..... 7

CGSC '101' – Department of Army Tactics ..... 8

Great War Centennial Series..... 10

Faculty receives Golden Pen Awards ..... 11

Henry Leavenworth –  
Not only a post namesake..... 12

Update from the Distinguished  
Visiting Professor of Ethics ..... 13

Where are they now? –  
Former CGSC students ..... 14

Powell bust joins Circle of Firsts ..... 17

2014 CGSC Foundation  
Distinguished Leadership Award ..... 18

Inaugural 'Celebration of  
International Friendship' ..... 22

Foundation supports  
faculty research ..... 26

Simons Center Update ..... 28

CGSC class ring returned to  
95-year-old colonel ..... 30

In Memoriam..... 31

In Print ..... 33

Partner Spotlight –  
Fisher House Foundation ..... 34



8



14



18



22



26



**ON THE COVER**

Kenneth Fisher, chairman and CEO of the Fisher House Foundation, receives the CGSC Foundation's 2014 Distinguished Leadership Award during a dinner banquet Sept. 17 at the Ritz Carlton Hotel in Arlington, Va. Foundation Vice Chairman Lt. Gen. (Ret.) John Miller made the official presentation of the award.—Story on page 18. Photo by Thaddeus Harrington / Sublime Images

**FROM THE EDITORS**

The 17th edition of the CGSC Foundation News comes on the heels of a very busy fall season for the Foundation. In this edition we highlight our 2014 Distinguished Leadership Award and our Celebration of International Friendship – two major events of which we are especially proud. We also continue to salute our outstanding staff, faculty and students – “CGSC 101” is a feature on the CGSC Army Tactics Department and this edition's “Where are they now?” features two outstanding former students...plus much more.

## Our Vision

The CGSC Foundation vision is to support the development of leaders of character and competence for future service to the nation.

## Our Mission

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

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

## Officers

Chairman: **Lt. Gen. (USA Ret.) Robert Arter**, Civilian Aide to the Secretary of the Army, Kansas, East [KS]

Vice Chairman: **Lt. Gen. (USA Ret.) John E. Miller**, President, Miller Analytics [KS]

President: **Mr. Michael D. Hockley**, Partner, Spencer Fane Britt & Browne, LLP [MO]

Vice President: **Mr. A Edward Major**, Principal, A. Edward Major, Counselors At Law [NY]

VP Development: **Mr. Mark "Ranger" Jones**, Pres./CEO, The Ranger Group [VA]

Chief Executive Officer: **Col. (USA Ret.) Doug Tystad**, CGSC Foundation, Inc. [KS]

Secretary: **Mr. Harold "Skip" Palmer**, Pres./CEO, Blackhorse Worldwide [KS]

Treasurer: **Col. (USA Ret.) Thomas Dials**, former Chairman, Armed Forces Insurance [KS]

General Counsel: **Col. (USA Ret.) Willard B. Snyder**, President, Antaeus Partnership, Ltd [KS]

Chairman, Senior Advisory Council: **Lt. Gen. (USA Ret.) Richard Keller**, former Chief of Staff, U.S. European Command [KS]

Chairman, Governance Committee: **Mr. Eugene R. Wilson**, Senior Advisor, Council on Foundations [KS]

## Board of Trustees

**Mr. Douglass J. Adair**, VP, Exchange National Bank & Trust [KS]

**Mr. Pete Brownell**, CEO, Brownells [IA]

**Col. (USA Ret.) Tim Carlin**, Financial Advisor, Edward Jones [KS]

**Brig. Gen. (USA Ret.) Stanley F. Cherrie**, VP, Cubic Applications, Inc. [KS]

**Ms. Sheila J. Duffy**, Founder and President of Greystones Group, LLC [VA]

**Lt. Gen. (USA Ret.) Samuel Ebbesen**, Pres./CEO, Omni Systems, Inc. [VA]

**Ms. Mary Jean Eisenhower**, Principal, MJ Eisenhower & Associates [MO]

**Mr. Jeffrey O. Ellis**, Attorney, Spencer, Fane, Britt & Browne, LLC [KS]

**Mr. Kenneth Fisher**, Chairman and CEO, Fisher House Foundation [NY]

**Maj. Gen. (USA Ret.) Jerry C. Harrison**, Vice President, SRI International [VA]

**Mr. Monte Holm**, Exec. Vice Chairman, World Financial Group Chairman's Council [UT]

**Col. (USA Ret.) Art Hurtado**, Chairman/CEO, Invertix Corp. [VA]

**Mr. Tedd Johnson**, Founder, income.com [CA]

**Mr. James I. Mackay**, Sr. Director of Investment Banking, Dewaay Financial Network [IA]

**Lt. Col. (USA Ret.) Thomas O. Mason**, Attorney, Cooley, LLP [Wash. DC]

**Col. (USA Ret.) J. Dan McGowan, II**, Civilian Aide to the Secretary of the Army, Iowa [IA]

**Mr. David J. McIntyre**, Pres./CEO, TriWest Healthcare Alliance [CA]

**Mr. Michael V. Meyer**, Vice President for Programs, Salute to America's Heroes [KS]

We support the  
College in three areas:

- Scholarship
- Outreach
- Soldier and Family Support

**Col. (USA Ret.) Billy G. Murphy**, Pres./CEO, Billy Murphy and Associates [KS]

**Lt. Col. (USA Ret.) Robert J. Myers**, Pres./CEO, Caseys General Stores [IA]

**Mr. John Neafsey**, President, JN Associates [CT]

**Brig. Gen. (USA Ret.) Harold Nelson**, former Chief of Military History, U.S. Army [VA]

**Lt. Gen. (USA Ret.) John Otjen**, former Commanding General, First United States Army and Fort Meade, MD [TN]

**Mr. Steve W. Panknin**, Executive Vice President, Country Club Bank [MO]

**Lt. Gen (USA Ret.) John Pickler**, Former Director of the Army Staff [TX]

**Mr. Fred Polk**, President, Iron Tree Research [KS]

**Ms. Gabrielle Reilly**, Founder/CEO, The Global Town Hall [KS]

**Gen. (USA Ret.) William R. Richardson**, Senior Associate, Burdeshaw Associates [VA]

**Mr. John H. Robinson**, Chairman, Hamilton Ventures, LLC [MO]

**Mr. Florian Rothbrust**, SR VP/Chief Logistics Officer, JE DUNN Construction [MO]

**Mr. Rolf D. Snyder**, President, The Real Estate Corporation [KS]

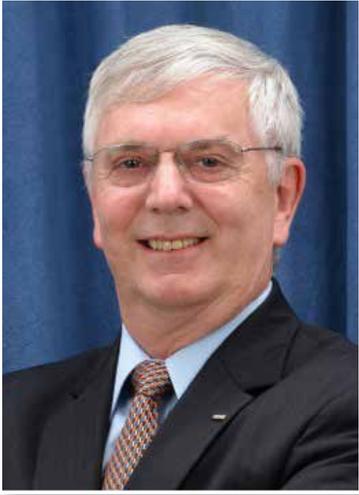
**Maj. Gen. (USA Ret.) John F. Sobke**, former Deputy Chief of Engineers [GA]

**Mr. Richard Thawley**, Pres./CEO, Provident Generation of America, Inc. [CA]

**Mr. Gary Vogler**, President, Howitzer Consulting [VA]

**Brig. Gen. (USA Ret.) William A. West**, President, William West Consulting [KS]

**Mr. Richard F. Young**, Welch & Forbes LLC [MA]



## New leadership, same mission focus

*by Col. Douglas L. Tystad, U.S. Army, Ret.*

**THE CGSC FOUNDATION BOARD OF TRUSTEES IS CHANGING.** Our founding Chairman, Lt. Gen. (Ret.) Robert Arter, stepped down after nine years of distinguished and outstanding service to the Foundation. In recognition of his significant contributions, the board elected him Chairman Emeritus. In addition, as he ends his term, the board elected our General Counsel, Col. (Ret.) Willard Snyder, as Trustee Emeritus. Both Lt. Gen. Arter and Col. Snyder were founding trustees of the Foundation. As a number of other trustees complete their terms on the board, I want to thank all trustees, past and present, for their steadfast support to the Foundation.

Elected by the board at the September meeting, I also want to welcome Lt. Gen. (Ret.) John Miller as our new chairman. He is a former commandant of CGSC and has served the past few years as the board vice chairman. I'm looking forward to working with our new chairman and chairman emeritus. The board also elected Lt. Col. (Ret.) Tom Mason to the General Counsel position.

Our Foundation continues to focus on support to the College, and we have had a very busy and successful year. Major events included the Distinguished Leadership Award dinner honoring Mr. Ken Fisher; the inaugural "Celebration of International Friendship," which introduced CGSC International Military Student Officers to the greater Kansas City community; the 5th Annual Ethics Symposium; and the Society for Military History annual meeting. We will also sponsor a National Security Round Table in December, and the Foundation has begun supporting the Department of Military History General of the Armies John J. Pershing Great War Centennial Series. In addition, through a generous grant from the Dunn Family Foundation, the

Foundation is sponsoring a Covey workshop "The 7 Habits of Highly Effective Military Families," and it continues to sponsor guest speakers for the college. We also continue to sponsor faculty and student research and scholarly outreach projects. I hope you find the reports included in this edition useful and informative, as we continue our mission.

The very successful 5-Star Generals Commemorative Coin program with the U.S. Mint provided us with significant operational funds, which have been invested for the future. While the Foundation continues its successful mission support, it also faces the significant challenge of day-to-day funding. The Foundation needs your support on a continuing basis to plan a consistent program of support of the College. Please consider making annual donations to help us continue to operate; your continuing support is vital to our success. To find out how you can support the Foundation, call, visit our website, or drop us a note or email. The Foundation staff is eager to work with you to find a program that fits your vision of support to the Soldiers/Scholars at CGSC. Rest assured that we work every day to be good stewards of your gifts.

As we continue to focus attention on the faculty and the College, this issue highlights the accomplishments of former students. In addition we begin an informational series about the departments and schools within CGSC, starting with the Department of Army Tactics (DTAC). This is your magazine, so if you have suggestions for features, we want to hear from you.

Finally, as always, thank you for your interest in and continued support for the CGSC Foundation. I am privileged to be surrounded by such caring and committed members and staff. 🙏

---

*To find out how you can support the Foundation, call, visit our website, or drop us a note or email. The Foundation staff is eager to work with you to find a program that fits your vision of support to the Soldiers/Scholars at CGSC. Rest assured that we work every day to be good stewards of your gifts.*



The Fort Leavenworth DTAC staff and faculty gather for a photo in the atrium of the Lewis and Clark Center in April 2014.

PHOTOS COURTESY OF DTAC

# CGSC '101' – Department of Army Tactics

by Frederick A. Baillergeon

**DURING THE PAST 133 YEARS,** the Command and General Staff Officer's Course (CGSOC) has experienced numerous changes. Even so, one thing that has remained constant is the emphasis on tactics and warfighting within its curriculum. Today, the CGSC Department of Army Tactics (DTAC) is asked to meet this responsibility for educating and training student-officers in these two critical competencies expected of U.S. Army field grade leaders. This article provides a brief synopsis on the composition of DTAC's professional faculty, how DTAC contributes to field grade professional military education and where DTAC anticipates going in the future.

## Mission Statement

The Department of Army Tactics educates and trains student-officers attending CGSOC at Fort Leavenworth, Satellite Campuses and through the Department of Distance Education/The Army School System to be agile and adaptive leaders, capable of critical thinking, and prepared to exercise

mission command while leading organizations and forces in a range of U.S. Army operations in an uncertain and complex world.

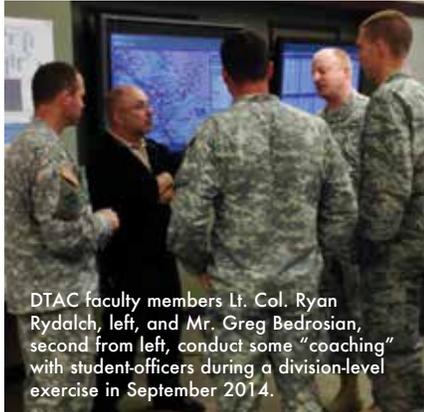
## The DTAC Team

The DTAC organization currently consists of 125 assigned staff and faculty members. The majority of its personnel serve at Fort Leavenworth (105 currently assigned), while a smaller number of faculty members (20 authorizations) are positioned and serve at the four established CGSOC Satellite Campuses (Forts Belvoir, Gordon and Lee and Redstone Arsenal). The composition of the faculty is approximately a 50-50 mix of active duty officers and U.S. Code Title 10 civilian employees (retired military officers). This ratio exploits the vast teaching experience of the longer term Title 10 employee with the currency of the active duty officer. It is a combination that creates the necessary complementary and reinforcing effects in the interest of the attending field grade officers and in support of the DTAC mission.

As a group, the DTAC faculty share several critical and essential characteristics necessary to support the DTAC mission and purpose. First, all assigned faculty serve or served as combat arms or combat support officers. Second, every faculty member served as a Battalion or Brigade Operations Officer or Executive Officer at least once in his or her career. In fact, numerous members served in both positions at both echelons. Third, the overwhelming majority of faculty served in combat operations that occurred pre and post 9/11, many with multiple deployments during both periods. Finally, all serving faculty possess a master's degree level of education, with multiple members earning more than one degree in various disciplines. Importantly, several members hold doctorate degrees with many others in pursuit of the same goal. When considered in total, DTAC enjoys a professional faculty of the highest caliber that has the tactical and educational background to challenge student-officers on a daily basis while preparing them for the significant challenges they will face in the future.

*Tactics are the cutting edge of strategy, the edge which chisels out the plan into action; consequently the sharper this edge is the cleaner will be the results.*

— Grant and Lee: A Study of Personality and Generalship – J.F.C. Fuller



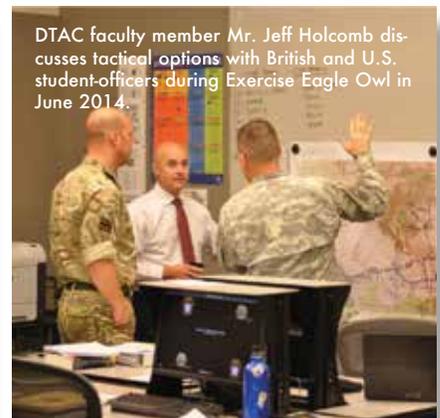
DTAC faculty members Lt. Col. Ryan Rydalch, left, and Mr. Greg Bedrosian, second from left, conduct some “coaching” with student-officers during a division-level exercise in September 2014.



DTAC faculty member Lt. Col. Kevin Casey meets with faculty from the Uzbekistan Armed Forces Academy in Tashkent, Uzbekistan in April 2014.



DTAC faculty members Lt. Col. Chad Callis, third from left, and Mr. Brian Leakey, fourth from left, pose for a photo in front of a King Tiger tank in LaGlize, Belgium with their U.S. student-officers during a Battle of the Bulge Staff Ride in December 2013.



DTAC faculty member Mr. Jeff Holcomb discusses tactical options with British and U.S. student-officers during Exercise Eagle Owl in June 2014.

### **What We Do – Field Grade Officer Professional Development and Education**

The “main effort” of DTAC is the effective facilitation of curriculum during CGSOC. During an academic year, DTAC directly facilitates three primary blocks of the CGSOC curriculum and numerous elective courses:

*Common Core* – The Common Core curriculum is a 15-lesson, 72 hour period focused on U.S. Army planning and doctrine. The Common Core curriculum is taught at Fort Leavenworth and the satellite campuses.

*Advanced Operations Course (AOC)* – AOC consists of two blocks: Decisive Action – Division Operations course and Decisive Action – Brigade Operations. The division operations course is six lessons/72 hours; the

brigade operations course is eight lessons over 84 hours. In both courses, the emphasis is on planning and execution of operations. The execution portion is conducted in simulations in which student performance is assessed.

One of the highlights of the year for DTAC and CGSC is Exercise Eagle Owl, which is conducted during the brigade operations course of AOC. During this exercise, DTAC hosts a contingent of more than 200 student-officers and faculty from the United Kingdom Intermediate Command and Staff College-Land. For two weeks, the UK officers integrate with CGSOC student-officers to plan and execute a stability operation in a notional NATO based scenario. During this exercise, students explore both U.S. and UK decision-making processes with both DTAC and UK faculty member mentors.

During the elective periods, DTAC offers more than two dozen courses. These electives are extremely varied and crafted to benefit and prepare student-officers in both the near and short terms. The highlight of the DTAC electives program is the opportunity for student-officers to take two focused study tracks. In Track 7 (Advanced Tactical Studies), student-officers take a group of specific courses that will better prepare them to serve as operations officers or executive officers in the operational formation. Within Track 21 (Decisive Action Tactical Application Course), the emphasis is on the field grade officer’s role in warfighting enhanced by the military decision making process and the detailed integration of the warfighting functions during operations.

*Continued on page 25*

# The General of the Armies John J. Pershing

## Great War Centennial Series



Dr. Shawn Faulkner presents the French perspective on the battle of the Marne in 1914 to a packed room during the inaugural presentation of the General of the Armies John J. Pershing Great War Centennial Series of lectures Sept. 30.



Dr. Scott Stephenson provides lecture attendees with details of the German army activities in the 1914 battle at the Marne River in WW1.

## Department of Military History develops new program for WWI centennial observance

by Mark H. Wiggins, Managing Editor

**MORE THAN ANY OTHER SINGLE EVENT, WORLD WAR I** was the decisive, shaping experience of the Twentieth Century. It was a brutal war that brought down four empires, led to revolution in Russia, and eventually brought the United States onto the world stage as a major power. We live with its results to this day.

In recognition of the impact of World War I, the CGSC Department of Military History dedicates the General of the Armies John J. Pershing Great War Centennial Series of lectures to the understanding of this world-changing conflict during this 100-year commemoration of the beginning of the war.

The inaugural lecture was conducted Sept. 30 in the Arnold Conference Room

of the Lewis and Clark Center on Fort Leavenworth. Dr.'s Shawn Faulkner and Scott Stephenson presented a lecture on the first battle of the Marne River titled "Marne 1914: The Battle of the Generals." Faulkner presented from the French point of view while Stephenson presented information from the German perspective. Nearly 150 attendees packed the room and paid witness to the lively discussion between Faulkner and Stephenson. As is the fortune of any audience at CGSC, there were German and French Army officers in the audience that were able to lend their perspective of the historical events of the war. Additionally, Dr. Jim Willbanks, director of the military history department, and CGSC Deputy Commandant Brig. Gen. Chris Hughes

provided opening remarks for the evening.

Lectures in this series are free and open to the public. The next planned presentation is in December 2014 and will focus on trench warfare. Additional planned lectures are in April 2015 (focus on Gallipoli); August 2015 (War at Sea); and November 2015 (War in the East). The December lecture will also be conducted in the Arnold Conference Room, but future lectures may be conducted at off-post locations.

The CGSC Foundation is providing logistical support for the lecture series. For more information and scheduling contact the Department of History – Dr. Richard V. Barbuto, email: richard.v.barbuto.civ@mail.mil or phone: 913-684-2074. 



In a ceremony conducted June 19 in the Eisenhower Auditorium of the Lewis and Clark Center, CGSC Deputy Commandant Brig. Gen. Chris Hughes presents Dr. John T. Kuehn from the Department of Military History with a Golden Pen award for his work titled "A Military History of Japan: From the Age of Samurai to the 21st Century," published by Praeger, Santa Barbara, Calif., 2014. This was Kuehn's fourth award.

PHOTO COURTESY CGSC PUBLIC AFFAIRS

## CGSC faculty receives Golden Pen Awards

by Harry Sarles, CGSC Public Affairs Officer

**BRIG. GEN. CHRIS HUGHES, DEPUTY COMMANDANT** of the U.S. Army Command and General Staff College, presented 47 Golden Pen Awards to faculty members in recognition of their published works during a ceremony at the Lewis and Clark Center June 19.

The Golden Pen program recognizes faculty members for their professional writing. The program is a peer-to-peer recognition with administration of the program and review of submissions conducted by volunteers from the college faculty.

Hughes praised the effort of the awardees and challenged them to continue to publish and to encourage their peers and students to write.

There are three categories of winners: golden, silver and bronze.

The Golden Pen is given for book or book-length series or articles, minimum of 40,000 words. The Silver Pen is given for a chapter of a book, an article, or a stand-alone monograph that is not part of a degree-awarding program. The Bronze Pen is given for a short article, undocumented article, encyclopedia article, book review, op-ed piece, letter to the editor; or a body of work consisting of no more than five publications. 

The following personnel were awarded the Golden Pen and certificate for a published book or book-length article:

Dr. Jonathan M. House, Department of Military History, "Controlling Paris: Armed Forces and Counter-Revolution, 1789-1848," New York University Press, New York, 2014. (Second Award)

Dr. William H. Kautt, DMH, "Ground Truths: British Army Operations in the Irish War of Independence," Irish Academic Press, Co. Kildare, Ireland, 2013. (Second Award)

Dr. John T. Kuehn, DMH, "A Military History of Japan: From the Age of Samurai to the 21st Century," Praeger, Santa Barbara, CA, 2014. (Fourth Award)

Dr. Nicholas A. Murray, DMH, "The Rocky Road to the Great War: The Evolution of Trench Warfare to 1914," Potomac Books, Washington D.C., 2013. (First Award)

The following personnel were awarded the Silver Pen and certificate for their significant articles in a major publication:

Dr. David A. Anderson, Department of Joint, Interagency and Multinational Operations, "Closing NATO's Strategy and Capabilities Gap," accepted for publication in The Culture and Conflict Review. (16th Award)

Dr. Richard V. Barbuto, DMH, "The Canadian Theater, 1813," CMH Publication 74-3, U.S. Army Center of Military History, Fall 2013. (Fourth Award)

Lt. Col. Paul E. Berg, Department of Command and Leadership, "The Importance of Teaching Followership in Professional Military Education," accepted for publication in Military Review. (First Award)

Dr. Thomas A. Brusino, School of Advanced Military Studies, "Naturally Clausewitzian: U.S. Army Theory and Education from Reconstruction to the Interwar Years," Journal of Military History, October 2013. (10th Award)

Dr. Anthony E. Carlson, Combat Studies Institute, "Operation NASHVILLE: Breaking the Taliban's Stranglehold in Kandahar, 2010," a chapter in 16 Cases of Mission Command, Combat Studies Institute Press, 2013. (First Award)

Dr. O. Shawn Cupp, Directorate of Logistics and Resource Operations, "Sustainment Rehearsals and Synergizing Efforts: A Must for the 21st Century," accepted for publication in July-August 2014 Sustainment Magazine. (Seventh Award)

Dr. William J. Davis Jr., DJIMO, Fort Lee, Va., "Why We Can't All Just Get Along: Overcoming Personal Barriers to Inter-organizational Effectiveness," Interagency Journal, May 2014. (Third Award)

Kendall D. Gott, CSI, "Corregidor: Triumph in the Philippines," a chapter in 16 Cases of Mission Command, Combat Studies Institute Press, 2013. (First Award)

Col. Thomas E. Hanson, CSI, "Failure of Command at Pea Ridge, 1862," a chapter in 16 Cases of Mission Command, Combat Studies Institute Press, 2013. (First Award)

Dr. Prisco R. Hernández, Directorate of Graduate Degree Programs, "Killing in War as a Persisting Problem of Conscience in the Context of Christian Eschatology," Journal of Catholic Social Thought, Volume 11, Number 1, Winter 2014. (12th Award)

Lt. Col. Adam W. Hilburgh, DJIMO, "Catherine the Great: A Case for Operational Art," accepted for publication in The Journal of Slavic Military History. (First Award)

Michael H. Hoffman, DJIMO, "A Barton Legacy: Guiding Principles to Interpret Humanitarian History, Space, Law and Action," Surgeon's Call, Journal of the National Museum of Civil War Medicine, Vol. 18, Number 2, December 2013. (Second Award)

Dr. Jonathan M. House, DMH, "Cold War 1945-1973: Containment and the Nuclear Era," a chapter in The West Point History of Warfare online, USMA, Spring 2014. (Third Award)

Kevin M. Hymel, CSI, "The Bridge at Mayenne, France 1944," a chapter in 16 Cases of Mission Command, Combat Studies Institute Press, 2013. (First Award)

Dr. Sean N. Kalic, DMH, "Post Cold War Conflicts," a chapter in The Routledge Handbook of American Military and Diplomatic History, 1865 to the Present, Antonio S. Thompson and Christos G. Frentzos eds., Routledge, July 2013. (Second Award)

Dr. William H. Kautt, DMH, "The Irish Revolution, 1911-1923," Oxford Bibliographies, Oxford University Press, online. (Second Award) Dr. John T. Kuehn, DMH, "Air-Sea Battle and its Discontents," U.S. Naval Institute Proceedings, 42-47, October 2013. (Fifth Award)

Continued on page 15



PHOTO COURTESY LARRY SELMON



PHOTO COURTESY OF CGSC PUBLIC AFFAIRS

CGSC students of Class 2014-01 present the customary class gift to the College during the graduation ceremony June 13 at the main parade field on Fort Leavenworth. The gift is a painting by Larry Selmon titled "Grey Coats & Cold Steel," which depicts Major Henry Leavenworth at the Battle of Chippewa in 1814.

## Henry Leavenworth— Not only a post namesake, but also a leader

by Dr. Richard Barbuto, Deputy Director,  
CGSC Department of Military History

**IN CONTEMPORARY LORE, HENRY LEAVENWORTH** is best known for disobeying the orders of the War Department in 1827, and founding a fort on the wrong side of the Missouri River. However, Leavenworth's accomplishments in war and peace far overshadow this incidence of disobedience.

Henry was the son of Continental Army veteran Captain Jesse Leavenworth. Henry settled in Delhi, New York, studied law, and became deeply involved in the militia and in state politics. When Congress prepared the nation for a second war against Great Britain, Henry sought and received a commission as a captain of infantry. Leavenworth commanded his company at the 1813 battles of Stoney Creek and Chrysler's Field, both bitter defeats for the U.S. Army. After Chrysler's Field, the army went into winter quarters at French Mills and withstood a season far surpassing that of Valley Forge for bitter cold and disease. While many of the officers took leave to spend the winter in their homes, Henry remained with his men.

In 1814, the Senate confirmed his promotion to major in the 9th U.S. Infantry. Henry understood, as did many of the young officers, that if the United States was to win this war, the American soldier needed to train to a much higher standard than ever before. His regiment was assigned to Brigadier General Winfield Scott's brigade. Scott pushed his men to the limits with long training sessions in snow and rain at Buffalo, New York. Leavenworth earned a well-deserved reputation as a trainer. He brought the 9th Infantry to a very high state of preparedness and in July, Henry Leavenworth's battalion was part of the division that invaded Canada.

At the Battle of Chippewa, on July 5, 1814, Leavenworth commanded with distinction. For the first time in the war, two evenly matched forces met on an open field with no terrain advantage, and the American soldier prevailed over British professionals. The 9th Infantry suffered 21 percent casualties, attesting to the ferocity of the battle. President Madison awarded Leavenworth, Scott, and a few other officers with

brevet promotions for their valor that day. In the absence of medals, brevet promotion authorized the recipient to be addressed at a higher rank and to wear its distinctions. Major Leavenworth was now Brevet Lieutenant Colonel Leavenworth.

Twenty days later, at Lundy's Lane, Leavenworth once again distinguished himself. British artillery fire tore into Scott's Brigade as the Americans stood for nearly an hour firing their muskets at a British line three hundred yards away. In a fight lasting until nearly midnight, every field grade officer in Scott's Brigade was wounded. The division commander, Major General Jacob Brown, recommended Leavenworth for another brevet promotion for valor, and the president concurred. Madison recognized only fifty-five officers with brevet promotion during a war lasting nearly three years. At age 31, Brevet Colonel Henry Leavenworth was one of only nine officers who won two brevets during that conflict. More than merely selecting a good location for a fort, Henry Leavenworth provided a striking model of leadership and valor. 🇺🇸

# Update from the Distinguished Visiting Professor of Ethics

report from Dr. Daniel M. Bell, Jr., General Hugh Shelton Distinguished Visiting Professor of Ethics



Dr. Dan Bell, the General Hugh Shelton Distinguished Visiting Professor of Ethics, presents ethics instruction to students during the E100- Ethics course of CGSC. COURTESY PHOTO

*Editor's Note: The General Hugh Shelton Distinguished Visiting Professor of Ethics is sponsored by the CGSC Foundation through an enduring grant from the Perot Foundation.*

**THE LAST YEAR HAS BEEN** A busy one for the CGSC ethics program and the General Hugh Shelton Distinguished Visiting Professor of Ethics. Dr. Daniel M. Bell, Jr., who assumed responsibilities as the distinguished visiting ethics professor in December 2012, has continued to serve in that capacity as the range of responsibilities has expanded.

Dr. Bell continues to work closely with the Leadership department and Chaplain Sean Wead in implementing and evaluating the ethics curriculum at CGSC. He has participated in ethics panels and made numerous presentations to students. Much of the focus over the past year has been fine-tuning the ethics course, which had been significantly revised during the previous year.

As a result of assessment and evaluation, a workshop for the faculty serving as instructors in the ethics curriculum was developed. In the past, much emphasis had been placed on the individual lesson plans and assisting instructors in their preparation for those

lessons. While that effort continues, this year the emphasis shifted away from the particular lesson plans to assisting the faculty in strengthening their grasp of the larger goals and aims of the ethics curriculum. Dr. Bell is working with the faculty to improve how the ethical concepts they are introducing to students might be focused on developing them into strong and confident moral leaders who lead from a sense of personal and professional identity rooted in the moral foundations of this country and the military. The result of this effort has been a series of eight one-hour workshops for faculty spread over three days that consider such matters as the moral foundations of the U.S. military, the just war tradition, different moral visions and the challenge of leading and fighting in a diverse and morally conflicted world.

Dr. Bell has also served as a consultant and reader for various proposals and initiatives for Center for the Army Profession and Ethic and the Chaplains' Corps related to the on-going effort to

clarify and strengthen the Army Ethic.

A central part of the distinguished visiting professor of ethics' responsibilities is participation in the annual Fort Leavenworth Ethics Symposium, sponsored by the CGSC Foundation. The fifth symposium, conducted in May 2014, focused on "Professional Ethics and Personal Morality." Dr. Bell offered the opening presentation for the conference and presented during one of the breakout sessions as well. (See <http://www.cgscfoundation.org/events/ethics-symposium> for papers and presentations from this year's symposium).

The coming year promises to be quite busy as well with plans for Dr. Bell to travel to several more of the satellite campuses in connection with the ethics curriculum. Discussion is also underway concerning the possibility of offering the faculty instructor workshops at sites other than Fort Leavenworth. Planning has also begun for the sixth annual Fort Leavenworth Ethics Symposium, with details coming soon. 🐦

# Former CGSC students

by Mark H. Wiggins, Managing Editor

**CONTRARY TO THE “PCS-ITIS” THAT** many students get at the end of their class year at Fort Leavenworth, the experience pays off not only in the remaining years of their military careers, but also in their civilian business lives as well.

Retired Lt. Col. Christopher A. Mitchell sums up his experience this way: “My time at CGSC helped me tremendously in my military career and has served me well now 11 years into my new career in health care. The military planning process I mastered at CGSC is second nature to me and forms the construct for my decision making process today in the private sector.”

Mitchell is currently the Vice President of Hospice Operations for Kindred Health Care in Louisville, Ky. An armor officer who graduated from ROTC in 1983 at Eastern Kentucky University, Mitchell is a graduate of CGSC Class

---

***Mitchell is currently the Vice President of Hospice Operations for Kindred Health Care in Louisville, Ky.***

---

of 1996. He served on active duty for 20 years leading Soldiers from tank platoon through the battalion level operational assignments in the 8th Infantry Division, 2nd Armored Division, 1st Cavalry Division and U.S. Special Operations Command. Prior to joining Kindred, Mitchell served as president/CEO of Life Care Home Health and Hospice. He also served as a chief operating officer and division vice president in the Skilled Nursing Division of Life Care Centers of America. Before this time, Mitchell served as area vice president, chief of support operations and executive director within the Hospice Division of Gentiva Health Services.

“I learned a great deal during CGSC and value greatly



Lt. Col. (Ret.) Christopher A. Mitchell, CGSC Class of 1996, is currently the Vice President of Hospice Operations for Kindred Health Care in Louisville, Ky.

the experience and perspective I gained,” said Mitchell. “The structured approach to analysis, coupled with my ability to develop viable courses of action, is an integral part of my daily operations and annual strategic planning efforts.”

Ralph Douglas “RD” Johnson, a 1975 ROTC graduate from Michigan State University (he also holds a graduate degree from Boston University) and a graduate of CGSC in the 1980’s, settled in Leavenworth, Kan., where he is most widely-known as the owner of High Noon Saloon & Brewery in downtown Leavenworth. He began working at High Noon in 1995 immediately after retiring from his logistics instructor job at CGSC and bought the place outright in 1998.

“I never thought I’d know so much about physical plant issues,” said Johnson, “There’s no one to hold your hand; you have to figure it out yourself. Adaptability, flexibility, creativity, decision-making, trying to formulate end-states – all these things are what I learned at CGSC and in the rest of my military career.”

Johnson said he saw his share of challenges and heavy work-loads as a transportation corps officer during his 20-year Army career in assignments in places such as Germany and in the 101st Airborne Division, but says he now works running his own business seven days a week, only closing for New Years day, Thanksgiving, Christmas and the Fourth of July.



RD Johnson, retired Army lieutenant colonel, graduate of CGSC as well as a former CGSC instructor, is the owner of High Noon Saloon & Brewery in Leavenworth, Kan. He's been in the brewing/restaurant business for 20 years, entering into it immediately after retiring from active duty.

PHOTO BY MARK H. WIGGINS

**Johnson is most widely-known as the owner of High Noon Saloon & Brewery in downtown Leavenworth.**

“Anna, my wife of 40 years, and I run this business together,” said Johnson, “but I have to say that attention to detail, the ability to write, speak and plan, as well as how to share, learn and meet new people – all skills I learned at CGSC and in the Army – are very important to growing this business.”

Johnson recounted the challenges he’s had in the past few years working with state legislators in Kansas over restrictions in the distribution of his beer products. He says he’s had to exercise a great deal of patience in that process, but business is going well.

“At this point, I’ve been in the brewing business as long as I was in the Army,” said Johnson.

But it only takes an interviewer about five minutes sitting with RD to know that his brewing and restaurant business is absolutely informed and shaped by his military experience. 🍻

Continued from page 11

Dr. Barry B. Leslie, Army Management Staff College, co-authored the article, “Faculty Self-Efficacy Beliefs: Why Do They Matter?,” a chapter in *Developing and Sustaining Adult Learners*, Information Age Publishing, October 2013. (First Award)

John J. McGrath, CSI, “The Attack on the Ranch House, August 2007,” a chapter in *16 Cases of Mission Command*, Combat Studies Institute Press, 2013. (First Award)

Dr. Nicholas A. Murray, DMH, “The Role of Professional Military Education in Mission Command,” *Joint Forces Quarterly* No. 72, March 2014. (Third Award)

Lt. Col. Celestino J. Perez Jr., DJIMO, “A New Approach to Doing Military Ethics,” a chapter in *Routledge Handbook of Research Methods in Military Studies*, eds. Joseph Soeters, Patricia M. Shields, and Sebastian Rietjens, Routledge Press, June 2014. (Fourth Award)

Dr. Kevin P. Shea, DCL, co-authored the article, “Impact of Cumulative Combat Stress on Learning in an Academic Environment,” *New Directions for Adult and Continuing Education*, *Beyond Training: The Rise of Adult Education in the Military*, Number 136, 2012. (First Award)

Wendell Stevens and John A. Schatzel, Department of Distance Education, “Delivering the Command and General Staff Officer Course at the Operational Edge,” *Military Review*, September-October 2013. (First Awards)

Dr. Ted A. Thomas, DCL (Third Award), and James H. Thomas, DCL (First Award), “Mentoring, Coaching, and Counseling: Toward A Common Understanding,” accepted for publication in *Military Review*.

Eric M. Walters, DJIMO, Fort Lee, “The Uncomfortable Truth about Critical Thinking,” *INTSUM Magazine*, Volume XXV, Issue 2, Autumn 2013. (First Award)

Dr. Donald P. Wright, CSI, “Assault River Crossing at Nijmegen, 1944,” a chapter in *16 Cases of Mission Command*, Combat Studies Institute Press, 2013. (First Award)

**The following personnel were awarded the Bronze Pen and certificate for a significant book review, op-ed piece, or letter to the editor:**

Dr. David A. Anderson, DJIMO, for his body of work featuring three book reviews in *Military Review* and *Joint Forces Quarterly*. (14th Award)

Rick Baillergeon, Department of Tactics, for a body of work consisting of two book reviews in *Armchair General* and *Infantry Magazine*. (11th Award)

Dr. Richard V. Barbuto, DMH, for his body of work featuring a book review in the *Journal of America’s Military Past* and a book chapter: Chapter 4, *16 Cases of Mission Command*, Combat Studies Institute Press. (Seventh Award)

Lt. Col. Paul E. Berg, DCL, for his body of work featuring a book review and an article in *Aviation Digest*. (Second Award)

Dr. Edward J. Coss, DMH, Fort Belvoir, Va., for his featured book review in the *Journal of Military History*. (Second Award)

Lt. Col. Christopher J. Heatherly, DJIMO, for his body of work including an op-ed in *Foreign Policy*, a poem in the *Journal of Military Poetry*, and three book reviews in the *Armchair General*. (Fourth Award)

Dr. Gregory S. Hospodor, DMH, for a book chapter: Chapter 8, *16 Cases of Mission Command*, Combat Studies Institute Press. (Third Award)

Dr. Jonathan M. House, DMH, for his body of work featuring two book reviews in the *U.S. Naval Institute Proceedings* and three entries in the *Encyclopedia of Insurgency and Counterinsurgency: A New Era of Modern Warfare*. (Eighth Award)

Dr. John T. Kuehn, DMH, for his body of work featuring four book reviews in the *Michigan War Studies Review*, the *Naval Historical Foundation*, the *Journal of Military History* and the *Journal of the Royal United Service Institute*, and an op-ed in the *Foreign Affairs* blog. (Ninth Award)

Dr. Nicholas A. Murray, DMH, for his body of work featuring two book reviews in *Military Review* and *H-Net*, and two op-ed pieces in the *Small Wars Journal* and *Best Defense* blogs. (Fourth Award)

Dr. Dean A. Nowowiejski, DJIMO, for his body of work featuring two book reviews in *Parameters*. (Fourth Award)

Dr. Phillip G. Pattee, DJIMO, for his body of work featuring two book reviews in *H-Net* and the *International Journal of Naval History*. (First Award)

Dr. Barry M. Stentiford, SAMS, for a body of work consisting of six entries in the *Encyclopedia of Military Science*. SAGE Publications. (Third Award)

Maj. Robert W. Taylor, DJIMO, for his article in the *Armed Forces Journal*. (First Award)

Eric M. Walters, DJIMO, Fort Lee, for his body of work featuring two articles in *INTSUM Magazine*. (First Award)

PHOTO FLASH



PHOTO BY MARK H. WIGGINS

## Working with the community

The Military Affairs Council of the Leavenworth-Lansing Area Chamber of Commerce conducted its August Military and Business Social in the atrium of the Lewis and Clark Center on Fort Leavenworth on August 6. Lt. Gen. Robert B. Brown took the opportunity to speak to the group for the first time in his tenure as commanding general of Fort Leavenworth and the Combined Arms Center. This event was sponsored by the CGSC Foundation, a member of the chamber, in support of the Foundation’s outreach mission for the College.

PHOTO FLASH



PHOTO COURTESY WHINSEC PUBLIC AFFAIRS

## CEO conducts corporate outreach

CGSC Foundation CEO Doug Tystad delivers a presentation on the history of CGSC and Fort Leavenworth to the gathered members of the Black and Veatch legal department during their annual retreat the morning of Oct. 11 at the National World War I Museum at Liberty Memorial in Kansas City, Mo. About 35 lawyers from the U.S. and several other countries, including the United Kingdom and Australia, attended the event. Tystad made the presentation light-hearted by providing prizes for correct answers to quiz questions to which one attendee repeatedly answered “Patton!” – Fortunately for that particular lawyer, the answer to one of the final questions was in fact “General Patton” and he relished his prize of a Foundation-branded golf ball.

# Powell bust joins Circle of Firsts

by Jennifer Walleman, Fort Leavenworth Lamp

**WITH THE EVIDENCE OF HIS HARD WORK** and dedication surrounding him, retired Gen. Colin Powell unveiled a bronze bust in his honor Sept. 5 in the Circle of Firsts at the Buffalo Soldier Commemorative Area on Fort Leavenworth.

The former chairman of the Joint Chiefs of Staff and secretary of State was honored for his life-long service to the nation and instrumental role in the creation of the Buffalo Soldier Monument, which was dedicated more than 20 years ago to the African-American Army regiments established just after the Civil War.

More than 1,000 people attended the ceremony, including members of the Greater Kansas City/Leavenworth Chapter of the 9th and 10th (Horse) Cavalry Association, the Tuskegee Airmen and original members of the Buffalo Soldier Monument Committee who helped plan and coordinate the monument dedication.

Powell was assigned to Fort Leavenworth twice during his Army career — once as a major in 1967-68 as a student attending the Command and General Staff College and again as a brigadier general as deputy commander of the Combined Arms Combat Development Activity in the early 1980s. It was during that second assignment that Powell said he developed a deep love for the history of the post and the surrounding communities.

Powell's appreciation for the history of the post ultimately led to the emplacement of the Buffalo Soldier monument in the Fort Leavenworth Circle of Firsts in 1992. Since that time Eddie Dixon, the sculptor of the Buffalo Soldier monument, has created other busts that have been added to the Circle of Firsts, including Gen. Roscoe Robinson Jr., the first African-American four-star general and commander of the 82nd Airborne Division; 1st Sgt. Walter



Retired Navy Cmdr. Carlton Philpot, Buffalo Soldier Monument project director, and retired Gen. Colin Powell, first African-American chairman of the Joint Chiefs of Staff and U.S. Secretary of State, unveil the bust of Powell in the Circle of Firsts in the Buffalo Soldier Commemorative Area Sept. 5 on Fort Leavenworth.

PHOTO BY PRUDENCE SIEBERY/FORT LEAVENWORTH LAMP

J. Morris, representing the all-African-American 555th Parachute Infantry Battalion; Lt. Henry O. Flipper, the first African-American graduate of the U.S. Military Academy at West Point, N.Y.; and Brig. Gen. Benjamin Grierson, the founder and first commander of the 10th Cavalry Regiment. Now a bust of Powell joins the circle. Powell was the first African-American Chairman of the Joint Chiefs of Staff and the first African-American Secretary of State.

On behalf of Fort Leavenworth, Lt. Gen. Robert Brown, commanding general of the Combined Arms Center and Fort Leavenworth, accepted Powell's bust addition. The guest speaker for the ceremony was retired Gen. Dennis Reimer, the 33rd chief of staff of the Army and the current president of Army Emergency Relief. He credited Powell for his notable contributions to the nation and the Army.

"The appointment as chairman alone

gives him impeccable credentials but when combined with the successes of historical importance ranging from Panama, Operation Desert Shield and Desert Storm, Operation Provide Comfort, humanitarian efforts in Somalia, the end of the Cold War, and the peaceful unification of the Federal Republic of Germany, it places him in the ranks of our most accomplished and distinguished leaders."

"I am deeply honored to be here for the dedication of this bust in my honor, but it is also in honor of the trooper whose shadow we stand in front of," Powell said during his remarks, referring to the Buffalo Soldier monument. "I stand in his shadow and the shadow of fellow troopers of those who came to make the way better for others such as me. I will never stop paying tribute to them all." *This article is edited from the original published in the Fort Leavenworth Lamp Sept. 11, 2014.* 🇺🇸

# Fisher House Chairman receives 2014 Distinguished Leadership Award

by Mark H. Wiggins, Managing Editor

**THE CGSC FOUNDATION** presented its 2014 Distinguished Leadership Award to Mr. Kenneth Fisher, chairman and CEO of the Fisher House Foundation, during a dinner banquet Sept. 17 at the Ritz Carlton Hotel in Arlington, Va. Foundation Vice Chairman Lt. Gen. (Ret.) John Miller made the official presentation of the award.

Special guest speaker for the evening event was the U.S. Army Vice Chief of Staff Gen. Daniel B. Allyn who gave Fisher great praise for his support for service members and their families, noting his foundation's support of benefits for fallen service members' families during the 2013 government shutdown.

"I will accept this award, but only on behalf of my staff and their work," Fisher said during his acceptance remarks.

Fisher is the sixth recipient of the Foundation's leadership award. Previous awardees include retired Gen. David H. Petraeus (2012); retired Gen. Hugh Shelton, the 14th Chairman of the Joint Chiefs of Staff (2011); Ross Perot, the well-known entrepreneur and two-time presidential candidate from Texas (2010); retired Gen. Gordon R. Sullivan, 32nd Chief of Staff of the Army and President of the Association of the United States Army (2009); and Gen. Colin L. Powell, former Secretary of State and Chairman of the Joint Chiefs of Staff (2008).

Kenneth Fisher is a senior partner at Fisher Brothers, based in New York City, and is part of the third generation of leadership, overseeing the leasing, management and marketing of more than five million square feet of class-A commercial space in Midtown Manhattan covering the Park, 6th and 3rd Avenue corridors and 1.5 million square feet in Washington, D.C.

Fisher is a member of the executive committees of New York's Board of Governors and the Real Estate Board of New York (REBNY), and has received its prestigious Harry

B. Helmsley Distinguished New Yorker Award. He is a member of the executive committee of the City Investment Fund, a \$700 million multi-year plan established in 1996 to mobilize the city's financial and business leaders to help build a stronger and more diversified local economy. He is also a member of the board of directors of Strategic Board of Hotels and Resorts and the Washington, D.C. based Real Estate Round Table.



U.S. Army Vice Chief of Staff Gen. Daniel B. Allyn, left, and Lt. Gen. (Ret.) John Miller, Foundation vice chairman, right, present Kenneth Fisher with the crystal award representing the CGSC Foundation's 2014 Distinguished Leadership Award.

PHOTOS BY THADDEUS HARRINGTON/SUBLIME IMAGES



Kenneth Fisher, widely known in military circles as the chairman and CEO of the Fisher House Foundation, delivers acceptance remarks after being awarded the CGSC Foundation's 2014 Distinguished Leadership Award at a dinner banquet in Arlington, Va., on Sept. 17.



Members of the Continental Color Guard of the 3rd U.S. Infantry Regiment (The Old Guard) provide the national anthem at the start of the dinner banquet Sept. 17 in Arlington, Va., for the CGSC Foundation's 2014 Distinguished Leadership Award honoring Mr. Ken Fisher, chairman/CEO of the Fisher House Foundation.



An ensemble from the Old Guard Fife and Drum Corps of the 3rd U.S. Infantry Regiment (The Old Guard) provide guests with historical musical entertainment during the reception for the CGSC Foundation's 2014 Distinguished Leadership Award Sept. 17, in Arlington, Va.



U.S. Army Vice Chief of Staff Gen. Daniel B. Allyn talks about Ken Fisher's leadership of the Fisher House Foundation and what it means to military families during the dinner banquet for the CGSC Foundation's 2014 Distinguished Leadership Award in Arlington, Va., Sept. 17. Fisher is the sixth recipient of the Foundation's top award.

### Estate Round Table.

As a philanthropist, Fisher is Chairman and CEO of the Fisher House Foundation, a not-for-profit organization that constructs "comfort homes" for families of hospitalized military personnel and veterans. Founded in 1990 by his late uncle Zachary Fisher, the program has built 63 houses in the United States and Germany, and partnered with the Queen Elizabeth Hospital Birmingham and Help for Heroes to open a Fisher House for British Families in the United Kingdom. Fisher Houses serve more than 22,000 families each year and have saved more than \$200 million in lodging and travel costs since inception. The foundation also administers the Hero Miles program, allowing frequent flyers to donate their unused airline miles to provide free tickets to military families, and the Hotel for Heroes program.

Fisher also serves as the co-chairman of the Intrepid Sea, Air & Space Museum in New York City, which welcomes nearly 1 million visitors every year. Also founded by his uncle Zachary, the Intrepid Museum is home to more than 30 military aircraft, the nuclear submarine Growler, and the NASA Space Shuttle Enterprise.

Fisher has twice been awarded the Department of Defense Distinguished Service Medal, the second with Bronze Palm, presented for exceptionally distinguished performance of duty contributing to national security or defense of the United States, and is the nation's highest non-combat related military award and highest joint service decoration. He has also been twice awarded the Army Service Award and is both an honorary Army Green Beret (2004) and an Honorary Marine (2011).

In 2007, President George W. Bush appointed Fisher to the President's Commission on Care for America's Returning Wounded Warriors, which conducted a comprehensive review of the care provided to soldiers who return from the battlefield.

Fisher has received the George C. Marshall Award from the Association of the United States Army, its highest honor. The Secretary of the Army granted his branch's highest civilian award, the Decoration for Distinguished Civilian Service, to Fisher as well. He has also received the Secretary's Award from the Department of Veterans Affairs, its highest honor. Additionally, Fisher has received a Public Awareness award from the Paralyzed Veterans of America, is a member of the Order of Military Medical Merit, and has been named one of America's Best Leaders by U.S. News & World Report. He has also received the Arts & Entertainment television network's prestigious "Lives That Make a Difference" Award.

Fisher sits on the board of directors of the New York's Finest Foundation and the Jackie Robinson Foundation and is a trustee of the Command and General Staff College Foundation in Fort Leavenworth, Kansas. He also serves as a trustee of the New York City Association for the Help of Retarded Children.

To sum it up, Kenneth Fisher, tireless leader and champion for the American military family, is most deserving of the CGSC Foundation's Distinguished Leadership Award. 🏆

---

**Special Thanks to the Sponsors of the  
CGSC Foundation's  
2014 Distinguished Leadership Award**

---

**Diamond**



---

**Gold**



---

**Silver**



**William West Consulting Group**

## UK takes summer Eagle-Owl competition

PHOTO FLASH



PHOTO BY CGSC PUBLIC AFFAIRS

United States and United Kingdom soldiers fought to a tie June 26 in the semi-annual sports day that traditionally ends the Eagle Owl exercise. Teams of officers from both countries participated in six events with each country winning three. The U.S. team won the skeet, softball, and dodgeball (shown in the photo) competitions while the U.K. team secured wins in golf, soccer, and the Iron Major. The U.K. was awarded the overall title because the Iron Major event was the first tiebreaker. The Iron Major is a grueling multi-stage event of overall fitness. Average overall individual scores for the event are 470. The Brits had six competitors who topped the 500-point mark.

PHOTO FLASH



PHOTO BY CGSC PUBLIC AFFAIRS

## CGSC conducts flag ceremony for Class 2015

The Command and General Staff College opened its 2014-2015 academic year with the international flag ceremony at 9 a.m. on Aug. 11 at Fort Leavenworth's Lewis and Clark Center. The ceremony featured posting of the colors of the 64 nations represented by the 69 international students attending Command and General Staff Officer's Class 2015. Lt. Gen. Robert Brown, CGSC commandant and commanding general of the Combined Arms Center and Fort Leavenworth, welcomed the new class of U.S. and international officers.

# Foundation conducts inaugural 'Celebration of International Friendship'

by Mark H. Wiggins, Managing Editor

**SINCE 1895 INTERNATIONAL MILITARY OFFICERS** from around the world have come to Fort Leavenworth to study military art and science at the U.S. Army Command and General Staff College (CGSC).

In honor of this year's class of international officers studying at CGSC, the CGSC Foundation partnered with the Greater Kansas City Chapter of People to People, the Park University International Center for Music and Operation International from the Leavenworth/Lansing Chamber of Commerce to conduct a public black tie event at the Kauffman Center for the Performing Arts in downtown Kansas City. The "Celebration of International Friendship" was conducted the evening of Aug. 22, with nearly 800 in attendance.

"This was our first attempt at conducting an event in downtown Kansas City to recognize our international officers at Fort Leavenworth," said Doug Tystad, CGSC Foundation CEO. "We believe our neighbors in the greater Kansas City metro area should be aware of and proud of the international officer program."

This celebration of international friendship was presented by the founding sponsor, The Beaham Family, in memory of David Beaham. Beaham was the former president of Faultless Starch/Bon Ami Company in Kansas City and was a founding trustee of the CGSC Foundation, the hosting organization. Beaham was a long time champion of the international student program at Fort Leavenworth. Beaham's wife Tricia provided the welcoming remarks at the beginning of the program.

Also providing remarks during the program were Kansas City Mayor Sly James and Brig. Gen. Chris Hughes, the CGSC deputy commandant. The highlight of the evening was the on-stage introduction of international officer students and liaison officers assigned to Fort Leavenworth representing 77 countries. Students from Park University's International Center for Music provided musical performances to close out the evening.

Tystad said planning is already underway and to mark your calendars for Aug. 21, 2015, at the Kauffman Center for next year's celebration.

Photos from the reception, red carpet, introduction of the officers and the program are on the Foundation facebook page at [facebook.com/cgscfoundation](https://www.facebook.com/cgscfoundation). 🇺🇸



International officers, spouses, sponsors and friends gathered for the reception in the lobby area of the Kauffman Center for the Performing Arts before the beginning of the program.

PHOTOS BY PHILLIPS PHOTOS & GRAPHICS



CGSC Deputy Commandant Brig. Gen. Chris Hughes spoke to the gathered audience about the importance of the international program at CGSC and personally welcomed them to Fort Leavenworth and the city.



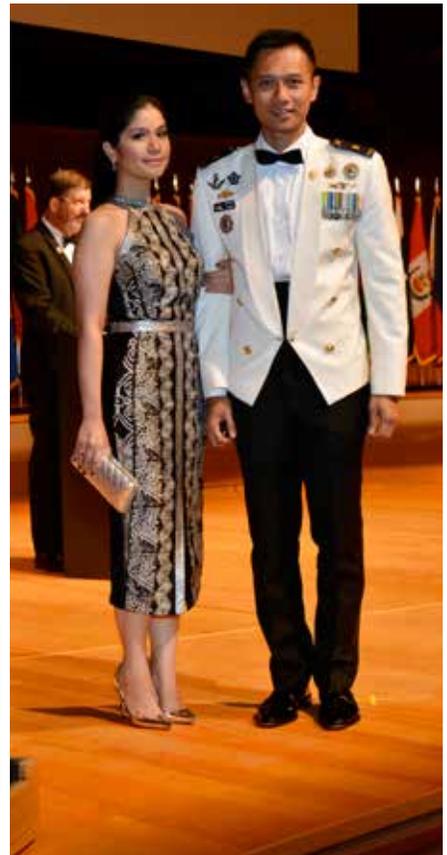
Kansas City Mayor Sly James provided welcoming remarks to the international officers. As a former Marine, James concluded his remarks with a salute.



Tricia Beaham, wife of the late David Beaham – a former CGSC Foundation trustee and champion of the international officer program at Fort Leavenworth – personally welcomed the officers and other attendees at the start of the evening program.



Mr. Jim Fain, the director of the International Military Student Division of CGSC, made all the introductions of the officers during the program.



The highlight of the program was the on-stage introduction of international officer students and liaison officers and their spouses assigned to Fort Leavenworth representing 77 countries.



Students from Park University's International Center for Music provided the entertainment for the evening.

# Special thanks to the sponsors of our Celebration of International Friendship

## ***Founding Sponsor***

**The Beaham Family**  
*In Memory of David Beaham*

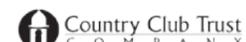
## **Global Sponsor**

**Benny and Edith Lee**

## **International Sponsors**



## **Domestic Sponsors**



**The Newell Family**

**Louis and Patty Chamales**

**Mike Hockley/  
Spencer Fane Britt & Browne LLP**

**Tom and Denise Holcom**

## **Friendship Sponsors**

**Armed Forces Insurance**

**Maj. Gen. (Ret.) and Mrs. Ray Barrett**

**Blackhorse Worldwide**

**Casey's General Store**

**Commerce Bank of Leavenworth/Lansing**

**Larry and Barbara Dolci**

**Exchange National Bank & Trust**

**Kansas City Kansas Community College –  
Leavenworth Center**

**Kurt Van Keppel**

**MHW Public Relations and Communications**

**Lt. Gen. (Ret.) and Mrs. John E. Miller**

**Park University**

**David and Laura Rainey/Waddell and Reed**

**Tom Roberts/cfm Distributors**

**Col. (Ret.) and Mrs. Chuck Soby**

**Col. (Ret.) and Mrs. Doug Tystad**

**University of St. Mary**

Continued from page 9

### **DTAC Initiatives**

#### *Master Tactician Program*

During the academic year, DTAC affords student-officers the opportunity to compete in the Lieutenant General George S. Patton Jr. Master Tactician Program. The major objective of the program is to identify the officer most capable of demonstrating and communicating sound tactical knowledge, skills and decision-making in a time-constrained environment, through the correct doctrinal context of Unified Land Operations. To achieve this, volunteers advance through three phases of competition, which are led by DTAC faculty. At completion, select DTAC faculty members determine which student-officer receives the coveted title of Distinguished Master Tactician.

#### *International Service School Exchange Program*

DTAC serves as the CGSC executive agent for the international exchange elective program. In this role, DTAC plans, coordinates and executes a series of allied service school exchanges to enhance both U.S. and allied student-

officers' understanding of coalition operations. These exchanges are presently conducted with the countries of Australia, Brazil, Canada, France, Germany and the United Kingdom. A typical exchange will involve a contingent of 10-16 U.S. student-officers, led by two DTAC faculty traveling to the aforementioned countries to participate in an allied staff college exercise. In most cases, these countries make a reciprocal visit to the United States with a group of student-officers and staff college faculty.

#### *Uzbekistan and Burundi Education Enhancement Exchanges*

In the past two years, DTAC significantly assisted the countries of Uzbekistan and Burundi with the improvement of their staff college equivalents. In Uzbekistan, DTAC faculty visited the country several times and most recently focused on lesson and faculty development topics. In Burundi, DTAC faculty visited their Armed Forces Academy twice in the last two years. The purpose of this exchange was to help the Burundi Senior Command and Senior Staff College develop

curriculum as Burundi transitions from a French language to English language field grade officer development course.

### **DTAC's Future Contributions to the U.S. Army and the Nation's Defense**

While the nature of the future security environment may not be known with certainty, there are certain attributes of war and conflict that never change. In most cases, the conditions within the operational environment will be different for each future operational requirement. However, once the decision is made to employ U.S. Army capability for the purpose of fighting and winning the nation's wars, the tasks and standards remain constant. As the U.S. Army looks to this uncertain future and considers how to best organize and prepare for its future service to the nation, the DTAC mission and purpose remain unchanged. This understanding demands DTAC's continued emphasis on the fundamentals of tactics and warfighting with the single purpose to equip the serving and future field grade officers with the competence, confidence and capability to operate in any future regardless of the conditions they face. 🇺🇸



## H&R Block CEO addresses CGSC students

H&R Block CEO William C. Cobb was a guest speaker at CGSC Aug. 29. Cobb spoke about organizational leadership and culture change, highlighting leadership and skills that help cultivate change in large, complex organizations like H&R Block and the uniformed services. After his remarks to the students, the CGSC Foundation hosted a luncheon for Mr. Cobb and the College department directors to discuss leadership development in the educational experience at CGSC.

The CGSC Foundation sponsors faculty research as part of the Foundation mission to encourage excellence in the faculty and student body and enhance the institution's research efforts. The Foundation provided monetary support for these two professors to assist in their research efforts.

## SAMS professor presents paper at Sandhurst conference

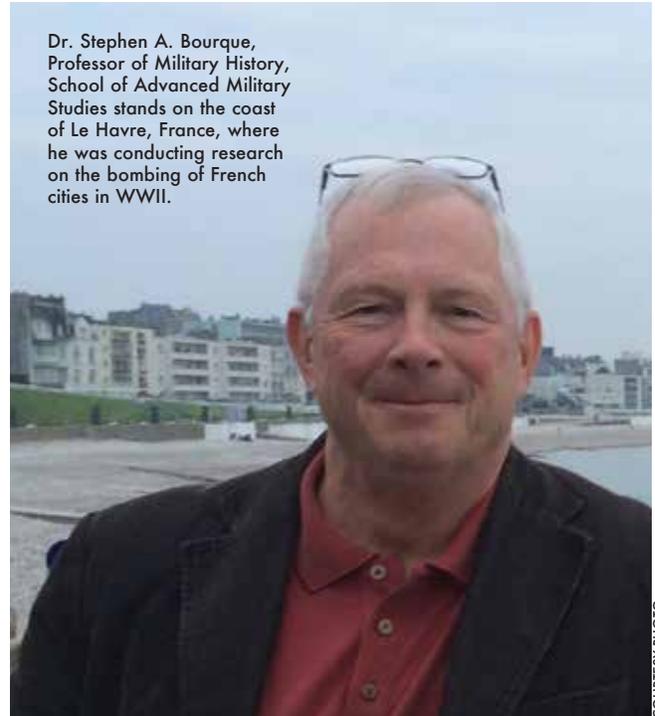
Report from Dr. Stephen A. Bourque,  
School of Advanced Military Studies

IN APRIL 2014, STEPHEN A. BOURQUE, A PROFESSOR OF HISTORY at the School of Advanced Military Studies, presented a paper at an international conference titled "1944: Seventy Years On." Conducted at the Royal Military College at Sandhurst, the United Kingdom, the organizers noted that this was a year of decision in many theaters of the Second World War with the Allies advancing to the borders of the Axis heartlands. It marked the climax of the Holocaust and witnessed the unprecedented displacement of peoples in Europe and Asia. The conference sought to promote an interdisciplinary and international study of the period by means of drawing upon the latest scholarship from a variety of disciplines.

Bourque's paper, *"The Week Before: Combined and Joint Operations on the Eve of the Normandy Invasion, 28 May—8 June 1944,"* discussed the use of Anglo-American air power in the invasion of France. While the drama of Operation Overlord is well known, few historians appreciate the events that set the conditions for the successful invasion of basse Normandie in the days before 6 June 1944. During the spring of that year, the Supreme Allied Commander, General Dwight David Eisenhower, directed a complex series of operations designed to ensure the success of the invasion force once it was ashore.

Before the first infantrymen dropped from the sky or landed on the French beaches in June 1944, Allied air forces were busy over occupied Europe. Allied commanders set the stage for the invasion's success through a series of major air operations, each intended to affect one aspect of the German war machine in France. Operation Crossbow aimed at defeating the developing German Vengeance Weapon program. Operation Fortitude sought to reinforce the German high command's conviction that the invasion would take place on the broad beaches of the Pas de Calais. Destroying bridges and rail yards in northwest France was the Transportation Plan's means

Dr. Stephen A. Bourque, Professor of Military History, School of Advanced Military Studies stands on the coast of Le Havre, France, where he was conducting research on the bombing of French cities in WWII.



of delaying German strategic reinforcements, especially armored and mechanized forces, from entering the invasion area. Finally, after the first American, British, and Canadian infantry were on the beach, bombers attacked choke points, usually small towns and villages, with the intent of turning them to rubble and forcing German units off the road. Cumulatively, these operations ensured that the Allied invasion force would have the time to secure its beachhead and begin the task of freeing Western Europe from the Nazi occupation.

Unfortunately, there was a human and social cost to these bombardment operations. Those who lived in these areas had few options to escape and found themselves in the sights of their supposed allies. By the end of the Normandy operation, American and British bombers had killed at least 8,000 French civilians, wounded thousands more. These attacks left physical scars in the targeted cities that would take decades to rebuild. In addition, the German forces built their Atlantic Wall and Vengeance Weapon installations on the back of East European forced labor who lived in nearby work camps. How many of these persons suffered during the Allied attacks? The paper raised issues of proportionality and collateral damage that remain an element of concern in planning and executing modern military operations.

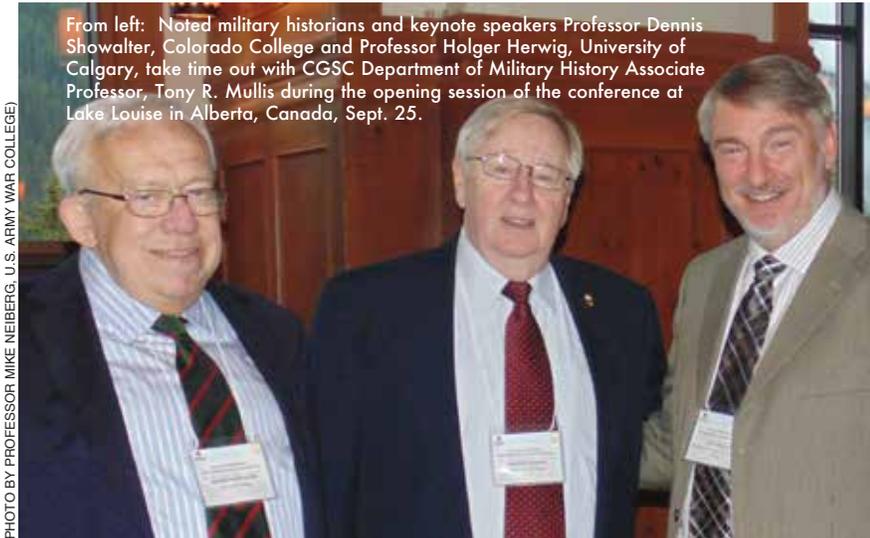
This paper focused on the very important period just

before and after the invasion 1944 and examined the results of selected bombing operations. It used sources from a variety of archives in France, the United Kingdom, and the United States, as well as the latest secondary material. It argued that historians, more than seventy years after the war, still do not understand the nature or effects of these bombing operations.

The paper was well-received by the international audience in attendance, including Richard Overy, the

world's expert on bombing operations during the war. The setting provided an excellent venue for Bourque to discuss his research and learn from the activities of his colleagues from other parts of the world. This paper is an integral part of his forthcoming book on the Allied air operations in France during the Second World War.

The CGSC Foundation provided funds for Bourque's trip as part of the on-going effort to develop and maintain a first-class faculty at the College. 🏆



From left: Noted military historians and keynote speakers Professor Dennis Showalter, Colorado College and Professor Holger Herwig, University of Calgary, take time out with CGSC Department of Military History Associate Professor, Tony R. Mullis during the opening session of the conference at Lake Louise in Alberta, Canada, Sept. 25.

PHOTO BY PROFESSOR MIKE NEIBERG, U.S. ARMY WAR COLLEGE

## Conference in Calgary examines new WWI perspectives

*Report from Dr. Tony R. Mullis,  
CGSC Department of Military History*

“The Great War’s Shadow: New Perspectives on the First World War” conference was an international gathering of military historians and other professionals from related disciplines that assessed or reassessed critical issues associated with World War One. The conference began at The Military Museums of Alberta in Calgary on Sept. 25. Professor Jonathan Vance of Western University provided the opening remarks. He concluded that the way the war is commemorated today was not the way those who served or lived through the “Great War” remembered the global conflict. Like war itself, Vance stressed that commemoration is a political process and reflects not so much on what happened as how local,

regional and national groups want to remember WWI.

Renowned military historian Dr. Dennis Showalter of Colorado College opened the Lake Louise portion of the conference by analyzing the major power’s grand strategies. He stressed the importance of will as a key strategic component. While acknowledging the traditional emphasis on ends and means as key components of grand strategy, he made a compelling argument that will and the ability of states to mobilize and sustain national will should be considered as part of the calculus of great powers as they develop grand strategies. Professor Evan Mawdsley of the University of Glasgow and Professor Holger Herwig of the University of Calgary focused

on the fighting in the Eastern and Western fronts. Mawdsley addressed the Russian/Soviet perspective, and Herwig gave gripping account of the Battle of the Marne. Herwig accentuated the will of the French to withstand huge casualties and how the beleaguered French Army responded effectively to meet the German threat. German reliance on commander’s intent at the strategic level, Herwig determined, contributed to leadership and operational failures during the decisive battle of the Marne in September 1914. The last key speaker was Mike Neiberg of the U.S. Army War College. Professor Neiberg addressed American domestic perspectives prior to American entry in 1917.

Dr. Tony R. Mullis from the CGSC Department of Military History attended this conference, presented a paper, and chaired a panel. His paper, “From Lawrence to Louvain: Massacre and Memory in Total War,” was a comparative assessment of how Americans and Belgians dealt with the killing of large numbers of civilians. Quantrill’s 1863 Raid produced 200 dead men and boys. The Germans justified the executions of 674 civilians in Dinant and 248 in Louvain under the guise of military necessity in response to a real or perceived threat from civilian guerrillas known as “francs tireurs.” Mullis’s paper compared the commemorative memorials in Lawrence with those constructed in Dinant and Louvain and stressed both similarities and differences in how both people remembered these traumatic events.

“CGSC presence at conferences such as these elevates the school’s reputation within the larger military history community,” said Mullis. “With CGSC leadership support and the CGSC Foundation’s monetary assistance, our efforts to develop a world class faculty and build a solid reputation for academic and professional military excellence are on track.” 🏆



# Making a difference

by Maj. Gen. Raymond D. Barrett, Jr., U.S. Army, Ret.

Download this latest *InterAgency Journal* at  
[www.thesimonscenter.org/iaj-5-3-fall-2014](http://www.thesimonscenter.org/iaj-5-3-fall-2014)

**SPRING AND SUMMER HAVE BEEN BUSY AND** productive for the Simons Center. As always, publications remain a primary focus as we continue to build a body of interagency knowledge, provide a forum for CGSC faculty and students to engage in the discussions on more efficient and effective national security activities, and influence interagency cooperation. Keeping with our decision to publish our flagship publication, *the InterAgency Journal*, on a quarterly basis, we published two volumes since our last update. We also published an *InterAgency Study* examining civilian-military cooperation in the U.S. response to the earthquakes in Haiti and Japan. Over the next three months we will be publishing another volume of the *Journal*, another *Study*, two *InterAgency Papers*, and one *InterAgency Essay*.

The Simons Center is proud to learn that we are making a difference in our arena. – Our publications are being noticed and are having an effect. The Naval Post-graduate School's Center for Homeland Defense and Security requested to host our entire collection of publications on their Homeland Security Digital Library and included a link to the Simons Center's website in the "Online Sources for Journals" section of their library. The CGSC's Department of Joint Interagency and Multinational Operations introduced our *InterAgency Paper* by Lisa Livingood on "Complex Systems Network Thinking" as part of their coursework. Likewise, the Air Command and Staff College is using an *InterAgency Journal* article authored by Ambassador Ed Marks on "Rethinking Geographic Combatant Commands." Finally, the Center was asked by USAID to review and comment on their revised policy for "Civilian-Military Cooperation," which established guidelines for how their employees and partners interface with DoD during overseas development operations.

We are planning a special edition volume of the *Journal* for February 2015 on the interagency aspects of nonproliferation of weapons of mass destruction. We released a call for papers to support this edition and were interviewed by the Exchange Monitor Publications & Forums, a Washington, D.C. based forum focusing on weapons of mass destruction and nonproliferation.

A major advancement in our maturing and growth was the initiation this summer of a graduate fellowship program in coordination with Pennsylvania State University. During June and July we hosted two graduate students from



their School of International Affairs. Ms. Punam Gurung worked with the CGSC Chair for Defense Intelligence in researching and preparing a graduate-level elective on intelligence support to 21st century military operations. Ms. Elizabeth Aaberg worked with the Simons Center to compile references and outline a rough first draft of a handbook we intend to publish in the future as a practical guide to the interagency. Both interns expanded their knowledge and understanding of the interagency while being exposed to the Army's professional military education system. They also were able to enjoy the many offerings of Fort Leavenworth and Kansas City, which were new to both of them.

We continued to support CGSC academic excellence by sponsoring faculty and student writing awards. Two officer's completed papers that were selected for awards from the School of Advanced Military Studies and CGSOC. Both received plaques, a certificate and monetary awards during their respective graduation ceremonies. Coming in December we will award two more student writing awards

in the same schools as well as a writing award open to all members of the CGSC faculty. These papers will get published through the Center as do many of the other competing papers. To expand our sponsorship of research and writing on interagency cooperation, we negotiated the start of a writing award program for graduate students in Kansas University's Center for Global and International Studies. We hope to arrange similar programs with other prominent universities in the coming year.

Finally, the Simons Center participated in a strategic

planning effort for the next five years. A strategic planning committee comprised of two Trustees and three members of the Center's Advisory Council worked with us to revise both our mission and visions statements, and chart out the actions we need to take to achieve them. The resulting plan contains five broad lines of effort to accomplish our mission and vision. Within these five lines of effort we identified goals supported by specific actions. While aggressive, the goals and actions establish a very clear path to a sustainable and vibrant future. 🦅

## Simons Center hosts graduate fellows

### FROM JUNE TO JULY THE SIMONS CENTER HOSTED

two graduate students from the School of International Affairs at Penn State University as part of a new initiative for the Center.

Punam Gurung, who is completing her coursework for a master's in International Affairs, worked with the CGSC Chair for Defense Intelligence in researching and preparing a graduate-level elective on intelligence support to 21st century military operations. Gurung hails from Boulder, Colo., and did her undergraduate work at the University of Colorado–Boulder where she received her bachelor's in international affairs.

Elizabeth Aaberg, who is seeking a double master's in law (J.D.) and international affairs at Penn State, worked with the Simons Center to compile references and outline a rough first draft of a handbook the Center intends to publish in the future as a practical guide to the interagency. Originally from Lake Oswego, Ore., Aaberg received her bachelor's in political science from the University of Oregon. She is scheduled to graduate from Penn State in May 2016.

Both grad students expressed their gratitude for the opportunity to work within the new program at the Simons Center.

"I'm proud to have worked in a military environment for the first time," said Gurung. "I've always had a great deal of respect for what the military does, but with this experience I've developed a whole new level."

During her work as a grad assistant Gurung said she was most impressed by two instructors— one with Defense Intelligence Agency experience and the other with CIA experience. She said their mentorship was invaluable in building her knowledge and skills towards her "dream job" of working at the U.S. Department of State.

Aaberg parroted Gurung's sentiments. She said her dream job was to work somewhere in the national security arena, preferably in the CIA.

"This fellowship allowed me to visit an Army installation for the first time in my life," said Aaberg. "I didn't realize installations were basically cities unto themselves. More importantly, I have a new respect for the Army just from being around Fort Leavenworth and the College."

The Simons Center wishes both students well and hopes they land those "dream jobs." 🦅



Elizabeth Aaberg, Simons Center Graduate Fellow, 2014



Punam Gurung, Simons Center Graduate Fellow, 2014

# CGSC class ring returned to 95-year-old colonel

by Jane Stebbins, Curry Coastal Pilot (Brookings, Ore.)

**FOR MORE THAN 50 YEARS**, Harold Jurgens of Brookings has proudly worn his class ring on the third finger of his left hand.

And one day, his wife noticed it was gone.

“I had no idea,” the 95-year-old retired Army colonel said.

It would be another three months before he was reunited with the jewelry, which features a cherry-red stone in a gold setting with the name of his alma mater, the Command and General Staff College (CGSC) of Fort Leavenworth, Kan., on one side.

It was that clue that helped Bill Franks, a Port of Brookings-Harbor employee, get the ring back to its rightful owner. During an event at the port Franks said he found the ring on the floor of the bathroom and immediately tried to find its owner outside but had no luck.

So Franks began a more in-depth search. The year embossed on the ring — 1959 — the name of the school and Jurgens’s initials engraved inside the jewelry were the only clues Franks had. He went to the local veterans’ post. He called the Veterans Administration. He perused the phone book.

And then he hit the Internet and called the Command and General Staff College Foundation.

He ended up getting in touch with Ann Soby, director of operations for the CGSC Foundation.

“Mr. Franks advertised in [the Coastal Pilot]; he advertised in the Fort Leavenworth paper,” she said of his efforts to find Jurgens. “He went out of his way to find who this belonged to. A lot of people couldn’t have cared less. But Mr. Franks spent his own time, his own money, and tracked it down.”

Soby took the information and went to the registrar. There were two people in that class with those initials — and one of them lived in Brookings, Oregon. Foundation officials then called Jurgens — who hung up on them, thinking they were trying to sell him something.

They called him back, asking him not to hang up. Jurgens passed the phone to his wife, Evelyn, who relayed the good news back to him.

After getting the information from Soby, Franks spoke with Jurgens and set up a meeting back at the port to exchange the ring. When they met Jurgens slipped the ring onto his finger; a perfect fit.

“You can see how it slipped off,” he said, pulling it on and off over his knuckle.



PHOTO BY JANE STEBBINS

Retired Col. Harold Jurgens of Brookings Ore., accepts his lost CGSC class ring from Bill Franks, a Port of Brookings-Harbor employee who had found the ring on the floor of a bathroom at the port a few months before.

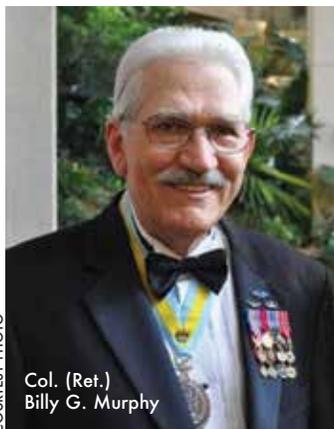
“This is more than just a ring,” Franks said before placing it in Jurgens’s hand. “This is a symbol of your success, your hard work, your devotion and dedication to our country. It is my pleasure. It needed to find its way home.”

Jurgens got his start in the military when he was drafted in 1941 and worked his way through the ranks from first sergeant to platoon leader, company commander and supply officer in Europe in 1945. He spent six years in civilian life before being recalled to service during what his resume calls “the Korean emergency,” and worked as company commander in Germany, an executive officer in Texas, and as an ordnance officer in 1958 before he attended CGSC. He ultimately retired in 1966, with 20 years served in the Army. By then, he’d been wearing his ring for seven years. Now at 95, with only a couple months separation from the ring before Franks returned it, he’s worn it for 55 years. 🍷

*Editor’s Note: This article is edited from the original published in the Curry Coastal Pilot in Brookings, Ore., July 29, 2014.*

# In Memoriam

## Foundation trustee Billy Murphy dies at 71



COURTESY PHOTO

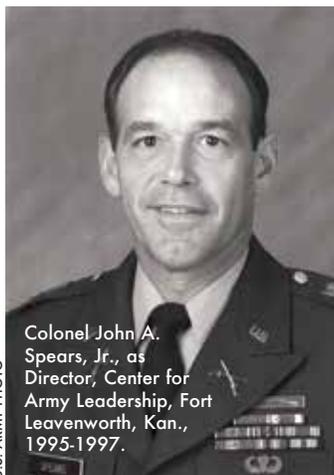
Col. (Ret.)  
Billy G. Murphy

Foundation trustee and retired **Colonel Billy G. Murphy**, 71, passed away Oct 21, 2014, in Kansas City, surrounded by family. Murphy became a CGSC Foundation trustee in 2010. He was also a graduate of the CGSC Class of 1980.

Murphy joined the Army at 17 and served 31 years retiring as a colonel. During his military career he served two tours in

Vietnam, two in Germany and was stationed at the Pentagon as well as Forts Benning, Riley, Campbell and Leavenworth. Murphy was an extremely well respected leader and distinguished Soldier, and received numerous awards and honors including the Silver Star, Distinguished Flying Cross, Bronze Star Medal with "V" Device (with 5 Oak Leaf Clusters), among others. Murphy is also in the OCS Hall of Fame at the National Infantry Museum at Fort Benning, Ga.

After his retirement Murphy served as the Commandant at Valley Forge Military Academy in Valley Forge, Penn. He then moved to Kansas City, where he opened his own consulting firm, Billy Murphy and Associates. Murphy is survived by Barbara, his wife of 51 years, two daughters and their families, and a brother and sister. He was buried in the Leavenworth National Cemetery Oct. 28.



U.S. ARMY PHOTO

Colonel John A. Spears, Jr., as Director, Center for Army Leadership, Fort Leavenworth, Kan., 1995-1997.

## Former CAL director dies at 65

Retired **Colonel John A. Spears, Jr.**, died July 22, 2014 at his home in Colorado Springs, Colo., after a two-month battle with leukemia. After graduating from West Point in 1971, Spears served as an infantry

officer 26 years, holding numerous leadership positions including Director, Center for Army Leadership, at Fort

Leavenworth (1995-1997), and command of a brigade in the 2nd Armored Division. He was a graduate of the CGSC Class of 1984.

After his retirement from active duty, Spears translated his military experience to lead a very successful career in military, government, and corporate consulting by facilitating leadership, strategic planning, and accountability workshops worldwide.

Spears is survived by Susan, his wife of more than 40 years, two sons, two grandchildren, six siblings and a host of cousins, nieces, nephews and friends. His memorial service was conducted July 25, in Colorado Springs. He will be inurned at the United States Military Academy, West Point, New York.



COURTESY PHOTO

Brig. Gen.  
(Ret.) Norris  
P. Abts

## Long-serving ordnance officer dies at 83

Retired **Brig. Gen. Norris P. Abts**, died Jan. 12, 2014, in Winona, Wis., at age 83. Abts was a graduate of the CGSC Class of 1977. He first entered service in the Army in 1951 as an enlisted Soldier. He was commissioned in 1959 as

an ordnance officer and served in numerous leadership positions, most notably as Deputy Commanding General of the 103rd Corps Support Command in Germany in 1985, and as a logistics liaison to the German Army in 1989.

During his career as a U.S. Army Reserve officer he also had a civilian career as a teacher in the Winona High School and Winona Technical College. He became a well-known administrator in the Minnesota Technical College System, ultimately retiring from that career and returning back to active service with the Army where he continued to serve for a total of 38 years.

Abts is survived by Rhoda, his wife of 59 years, five godchildren and many relatives and friends. 🇺🇸

## IN MEMORIAM

### **Maj. Gen. Harold J. Green**

CGSC Class of 1993, died Aug. 5, 2014, in an attack in Afghanistan, age 55

### **Lt. Col. (Ret.) Harold H. Mattice**

CGSC Class of 1963, died April 23, 2014, age 91



PHOTOS BY MARK H. WIGGINS

CGSC faculty members provide a Q&A session to attendees of The Leadership Forum visit to the College Sept. 12.

## Foundation, faculty host group from The Leadership Forum

A group of civilian leaders working with a Kansas City consulting firm named “The Leadership Forum” visited CGSC Sept. 12, to learn how the Army develops leadership and innovation in their leaders. The Foundation hosted the group and received great assistance from College faculty in facilitating the Forum’s visit. The attendees had the opportunity to hear a presentation about the College’s technology and adult learning model from Dr. Bielakowski from the Department of Military History. After that presentation, Gary Jones and the Department of Tactics took over with Ross Brown giving a super overview of a division-level exercise and Dave Seigel taking them through the exercise. Finally, Bud Meador, professor of military history and the Foundation’s faculty liaison, set up a faculty panel to discuss contemporary issues. As a target of opportunity, CGSC Commandant Lt. Gen. Robert Brown stopped the group in the hallway and spoke to them for about 10 minutes.



James Lunsford, left, and Joe Edwards, right, of The Leadership Forum, flank Foundation CEO Doug Tystad as they participate in CGSC faculty discussions about leadership.



PHOTO BY LEE RIALS, WHINSEC PUBLIC AFFAIRS

## WHINSEC CGSOC Class of 2015 opens with flag ceremony

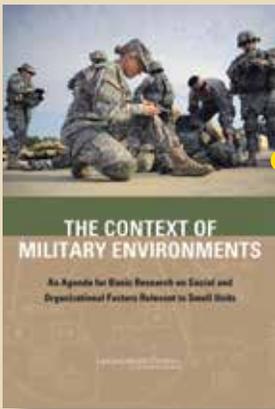
The Western Hemisphere Institute for Security Cooperation’s Command & General Staff Officer Course Class of 2014-2015 began its year of study by honoring the 13 nations which have students participating with a flag ceremony at the Fort Benning Club July 16. WHINSEC teaches the same core curriculum of CGSOC as the main school at Fort Leavenworth, only in Spanish. In the photo, the 66 students of the class and the WHINSEC leadership pose to capture the event. The 2015 class student body is composed of 37 U.S. Military, one U.S. Marshal, and 28 international military and law enforcement leaders.



PHOTO COURTESY CGSC PUBLIC AFFAIRS

## Navy Vets visit Fort Leavenworth, CGSC

Fort Leavenworth was honored by a visit from several World War II Navy (CASU- Carrier Aircraft Service Unit) veterans, July 25. The CGSC Department of Military History representatives got a chance for some questions and answers with the veterans and their families after they were given an overview of the college.

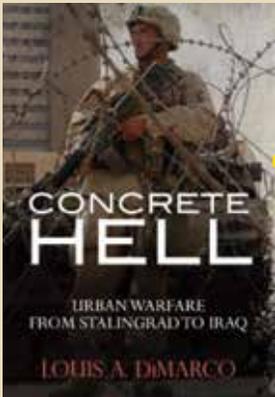


**The Context of Military Environments**

by the Committee on the Context of Military Environments; 164 pages; references; appendix; National Academies Press, 2014. Available on [amazon.com](http://amazon.com) and [barnesandnoble.com](http://barnesandnoble.com) - paperback from \$36; Kindle- \$17.00.

The Context of Military Environments: Basic Research Opportunities on Social and Organizational Factors synthesizes and assesses basic research opportunities in the behavioral and social sciences related to social and organizational factors that comprise the context of individual and small unit behavior in military environments. This report focuses on tactical operations of small units and their leaders, to include the full spectrum of unique military environments including: major combat operations, stability/support operations, peacekeeping, and military observer missions, as well as headquarters support units. This report identifies key contextual factors that shape individual and small unit behavior and assesses the state of the science regarding these factors. The Context of Military Environments recommends an agenda for the Army Research Institute’s future research in order to maximize the effectiveness of U.S. Army personnel policies and practices of selection, recruitment, and assignment as well as career development in training and leadership.

*This book is the collective effort of 14 social scientists on the committee, one of which is Edward J. Coss from the U.S. Army Command and General Staff College.*

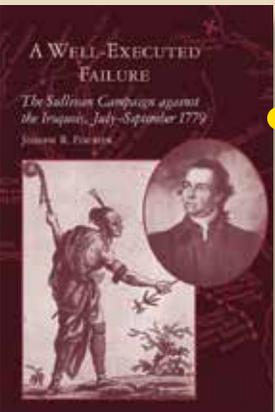


**Concrete Hell: Urban Warfare From Stalingrad to Iraq**

by Louis DiMarco; 320 pages; maps; glossary; appendices; notes; bibliography; index; Osprey Publishing, 2012. Available on [amazon.com](http://amazon.com) and [barnesandnoble.com](http://barnesandnoble.com) - hardback- from \$16.55; Kindle and Nook from \$8.69.

In Concrete Hell Louis DiMarco has provided a masterful study of the brutal realities of urban warfare, of what it means to seize and hold a city literally block by block. In an increasingly urbanizing world a military unprepared for urban operations is unprepared for tomorrow. Fighting in cities requires new skills, new weaponry and new tactics. But there is no better way to prepare than to look at the successes and failure of some of the most famous operations in modern military history including Stalingrad, Hue City and Fallujah.

*Louis DiMarco is assigned to the faculty of the U.S. Army Command and Staff College, Fort Leavenworth, Kan. where he teaches military history and elective courses on the history of modern urban warfare and modern warfare in the Middle East. DiMarco has written and lectured on a variety of military affairs topics including urban warfare and counterinsurgency. DiMarco retired from the Army in 2005 as a lieutenant colonel. He holds a B.S. from the United States Military Academy, a Masters in Military Art and Science from the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas, and an M.A. in International Relations from Salve Regina University, Rhode Island. He is a Ph.D. candidate at Kansas State University and is writing a dissertation focused on the U.S. Army occupation operations, 1865 to 1940.*

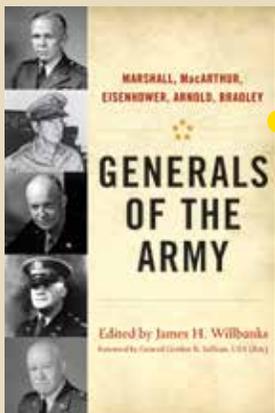


**A Well-Executed Failure**

by Joseph R. Fischer, Ph.D.; 280 pages; notes; illustrations, bibliography; index; University of South Carolina Press, 2008. Available on [amazon.com](http://amazon.com) and [barnesandnoble.com](http://barnesandnoble.com) - hardback- from \$57.96; paperback- from \$24.39.

In A Well-Executed Failure, Joseph R. Fischer reassesses the historical value of the first of the “Indian Wars,” a campaign generally regarded as one of the Continental army’s strategic fiascoes. Major General John Sullivan’s expedition, intended to punish the Iroquois Confederacy for raids in western New York and Pennsylvania, ultimately did not remove the Iroquois from the conflict despite the successful destruction of their lands. Instead the crusade increased the dependency of the Iroquois remnant on its British supporters and galvanized raiding activities. Fischer suggests that the historical focus on the campaign’s failure has overshadowed its importance as a vehicle for understanding the Continental army at a turning point in the war.

*Joseph R. Fischer is an associate professor of military history at the United States Army Command and General Staff College in Fort Leavenworth, Kansas. Fischer taught military history at the United States Military Academy from 1987 to 1990.*



**Generals of the Army: Marshall, MacArthur, Eisenhower, Arnold, Bradley**

Edited by James H. Willbanks; 264 pages; maps; illustrations; list of contributors; notes; index; University Press of Kentucky, 2013. Available on [amazon.com](http://amazon.com) and [barnesandnoble.com](http://barnesandnoble.com) - hardback- from \$30; Kindle and Nook from \$19.00.

Formally titled “General of the Army,” the five-star general is the highest possible rank awarded in the U.S. Army in modern times and has been awarded to only five men in the nation’s history: George C. Marshall, Douglas MacArthur, Dwight D. Eisenhower, Henry H. Arnold, and Omar N. Bradley. In addition to their rank, these distinguished soldiers all shared the experience of serving or studying at Fort Leavenworth, Kansas, where they gained the knowledge that would prepare them for command during World War II and the Korean War. In Generals of the Army, James H. Willbanks assembles top military historians from the U.S. Army Command and General Staff College at Fort Leavenworth, Kan., to examine the connection between the institution and the success of these exceptional men.

*Dr. James H. Willbanks is the General of the Army George C. Marshall Chair of Military History and Director of the Department of Military History at the U.S. Army Command and General Staff College, Fort Leavenworth, Kan. He has been on the faculty since 1992, when he retired from the Army with 23 years service as an infantry officer in various assignments, to include a tour as an advisor with a South Vietnamese regiment during the 1972 North Vietnamese Easter Offensive. He holds a B.A. in History from Texas A&M University and an M.A. and Ph.D. in History from the University of Kansas. He is the author or editor of fifteen books.*

# Fisher House Foundation

*The Fisher House Foundation is the “Partner Spotlight” for Fall 2014. The Chairman/CEO of the Fisher House Foundation is a trustee of the CGSC Foundation and was the recipient of the 2014 CGSC Foundation Distinguished Leadership Award. – see story, page 18.*

**THE FISHER HOUSE FOUNDATION** is best known for a network of comfort homes where military and veterans’ families can stay at no cost while a loved one is receiving treatment. These homes are located at major military and VA medical centers nationwide, normally within walking distance to the medical center or hospital it serves.

Fisher Houses have up to 21 suites, with private bedrooms and baths. Families share a common kitchen, laundry facilities, a warm dining room and an inviting living room. The houses are anywhere from 5,000 to 16,800 square foot homes that can accommodate from 16 to 42 family members. The average length of stay for a family is 10 days; the average for combat casualties is 45 to 60 days. Fisher House Foundation ensures that there is never a lodging fee. Since inception, the program has saved military and veterans’ families an estimated \$235 million in out of pocket costs for lodging and transportation.



Fisher Houses are given to the U.S. government as gifts. Military service secretaries and the Secretary of Veterans Affairs are responsible for the operation and maintenance of the homes. The Fisher House Foundation, Inc., a not-for-profit organization under section 501(c)(3) of the IRS code, builds new houses, and assists in the coordination of private support and encourages public support for the homes.

Fisher House Foundation also operates the Hero Miles Program, using donated frequent flyer miles to bring family members to the bedside of injured service members as well as the Hotels for Heroes program using donated hotel points to allow family members to stay at hotels near medical centers without charge.

The Foundation also manages a grant program that supports other military charities and scholarship funds for military children, spouses and children of fallen and disabled veterans. 🙏

*For more information visit [www.fisherhouse.org](http://www.fisherhouse.org).*

*Fisher House Foundation ensures that there is never a lodging fee. Since inception, the program has saved military and veterans’ families an estimated \$235 million in out of pocket costs for lodging and transportation.*

# CRAFTED IN 3-D BRASS BY CHEM ART



## THE 9<sup>TH</sup> IN A SERIES OFFICIAL COMMEMORATIVE CGSC FOUNDATION ORNAMENT

Holiday Ornament • Hostess Gift • Alumni/Unit Gifts • Hail/Farewell Gifts

Makers of the White House and Texas Capitol Ornaments. At only \$20 each this is an outstanding opportunity, whether a gift or addition to a private collection.

1 ornament: \$20.00 + \$3.00 shipping/handling  
2 ornaments: \$35.00+ \$4.00 shipping/handling  
3 ornaments: \$50.00 + \$5.00 shipping/handling  
4 ornaments: \$65.00 + \$6.00 shipping/handling  
5 ornaments: \$80.00 + \$7.00 shipping/handling

6 ornaments: \$95.00 + \$8.00 shipping/handling  
7 ornaments: \$110.00 + \$9.00 shipping/handling  
8 ornaments: \$125.00 + \$10.00 shipping/handling  
9 ornaments: \$140.00 + \$11.00 shipping/handling

This year's ornament is the 9th in a series designated to honor the American Flag that is displayed at the entrance of the Command & General Staff College at Fort Leavenworth, KS



## GET YOUR COMMAND AND GENERAL STAFF COLLEGE CLASS RING AT THE CGSC FOUNDATION GIFT SHOP



Prices start at \$275 for metal alloy. 10K Gold & White Gold, 14K Gold & White Gold and 18K Gold & White gold available • 13 stone colors to choose from • Initials engraved free; full name \$15 extra  
Allow 6-8 weeks for delivery • Visit the gift shop for more information and to place your order

**Visit the CGSC Foundation Gift Shop in Room 1149  
in the Lewis and Clark Center to order your ring today.**

Stay connected with your U.S. and International classmates... Sign up for the free alumni outreach website at <http://alumnioutreach.cgscfoundation.org> or just click on **Alumni Outreach** from [www.cgscfoundation.org](http://www.cgscfoundation.org) to get started.

**Call 913.651.0624 to order TODAY!**

Or come by the CGSC Foundation in The Lewis and Clark Center, Suite 1149 during normal business hours.

100 Stimson Ave., Suite 1149 • Fort Leavenworth, KS 66027 • ph: 913-651-0624 • fax: 913-651-4519 • email: [office@cgscf.org](mailto:office@cgscf.org) • [www.cgscfoundation.org](http://www.cgscfoundation.org)  
[facebook.com/CGSCFoundation](https://facebook.com/CGSCFoundation) • [LinkedIn.com/CGSCFoundation](https://LinkedIn.com/CGSCFoundation) • CGSC Foundation, Inc.



Visit the Foundation on:

facebook

facebook.com/CGSCFoundation

LinkedIn

linkedin.com>>CGSC

# My MSA

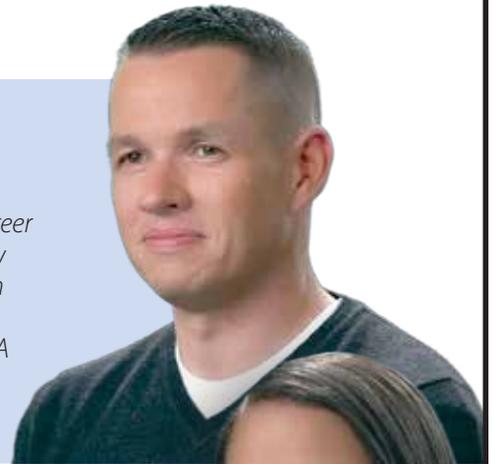
## Now let's talk about your MSA... the Master of Science in Administration degree from CMU at Fort Leavenworth

- Powerful – ready to help you make great strides in your career
- Adaptable – local classes face-to-face, online, or both
- Proven – 94% of responding MSA alumni are employed and 80% earn \$50,000 a year or more
- Trusted – over 155 flag officers have earned the MSA from Central Michigan University
- Generous – great transfer credit options for CGSC on-site, seminar & distance learning courses

### Kevin Carpenter

U.S. Army

*"I chose my MSA for career progression in the Army and later for my civilian career as well. I highly recommend CMU's MSA for all military."*



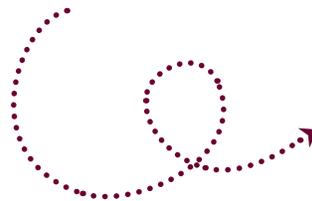
### Diane Brown

City Council member

*"My MSA opened a whole new door for me in local government. I got appointed to the Planning Commission while I was finishing my MSA."*



**CMU's MSA** – the perfect blend of management skills and vital leadership abilities.



**CMU**  
CENTRAL MICHIGAN  
UNIVERSITY

**Central Michigan University's Global Campus at Fort Leavenworth and Online**

**#MyMSA**

Call 913-682-1888 or toll-free 877-268-4636 today!

cmich.edu/FortLeavenworth Fort.Leavenworth@cmich.edu