

# MARSHALL MYTHS AND LITTLE-KNOWN FACTS

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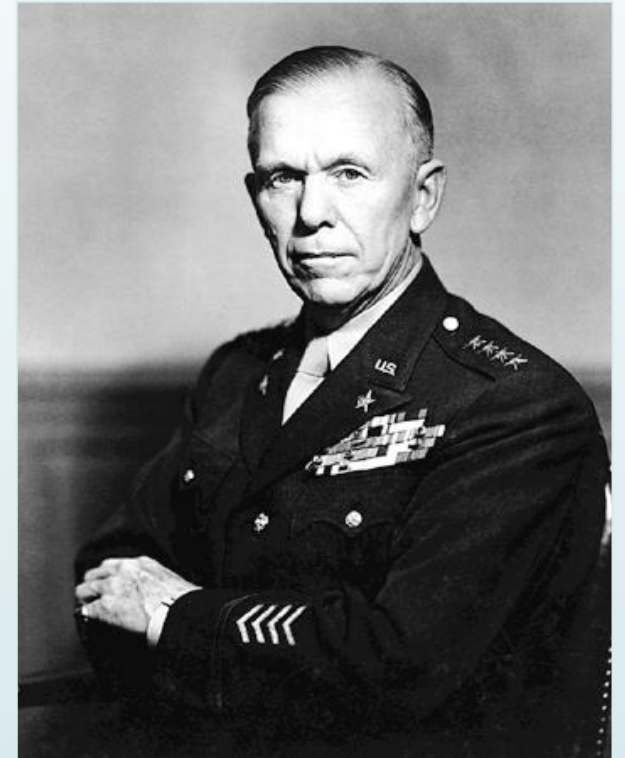
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# George C. Marshall

- *“A lean, tall, straight figure whose cold blue and seldom smiling eyes could make a man feel superfluous.”*

Education of a General: 1880-1939



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## General Marshall – “*A Dual Personality*”



Remembering George Marshall: A Conversation with COL Merrill Pasco  
(VMI-'37) (UVA Law-'40)

MARSHALL LEGACY SERIES: VISIONARY IN WAR AND IN PEACE

# Frequently Asked Questions

- General Marshall's
- “**black book:**” myth or real?
- “packing” of the Chief of Staff's office  
with VMI grads?





# Frequently Asked Questions

- What experiences in World War I shaped his decision-making in World War II?
- What concerns influenced the U.S. strategy in World War II?
- What was his relationship with the press?



# Frequently Asked Questions

- Why ...
  - ... did General Marshall not write his WW II memoirs?
  - ... hasn't there been a movie about General Marshall?

# General Marshall's

- Political ambitions
- Selflessness
- Speaking "truth to power"
- Relationship with Generals MacArthur and Patton



# On the Cover of *Time* Magazine



**July 1940**



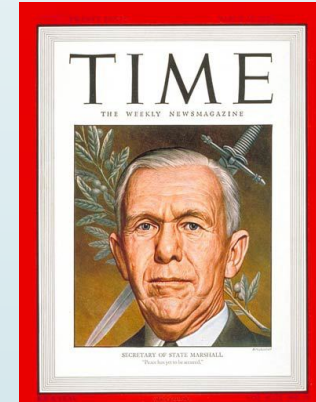
**October 1942**



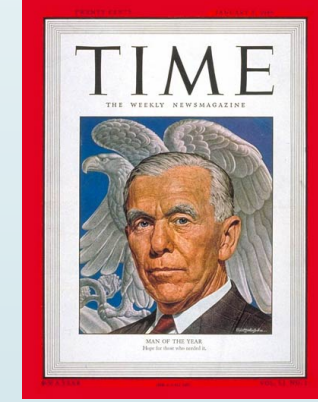
**January 1944  
Man of the Year - 1943**



**March 1946**



**March 1947**



**January 1948  
Man of the Year - 1947**

## Time Covers

- *“... cool and unhurried... a thorough going democrat.”*
- *“No other general has had to wage war on the total global scale.  
**God help General Marshall.”***



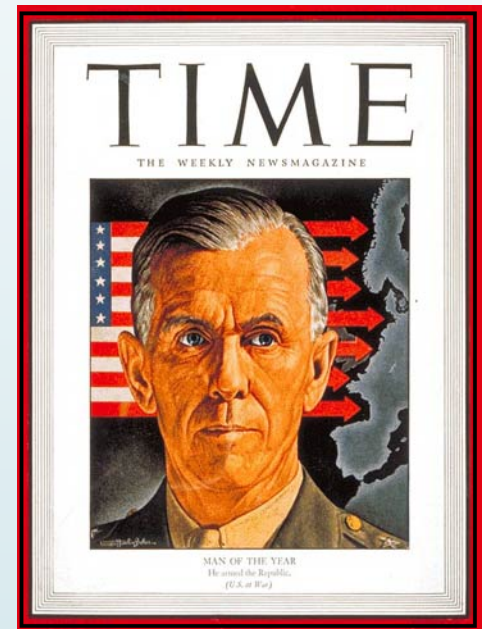
July 1940



October 1942

# Man of the Year 1943

- *“The American people do not, as a rule, like or trust the military but **the people** have learned why they **“The indispensable man.”** than any military man since **George Washington**: he is a *civis Americanus*.”*

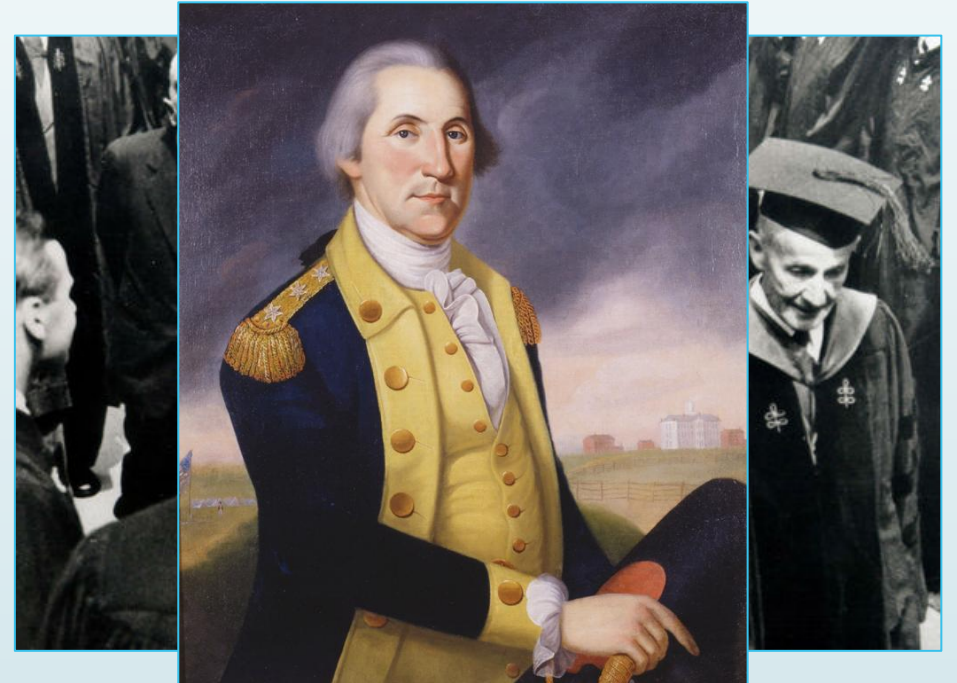


General George C. Marshall  
Man of the Year 1943



# Introduction at Harvard - June 5, 1947

- ▶ *“An American to whom freedom owes an enduring debt of gratitude, a soldier and statesman whose ability and character brook **only one comparison in the history of this nation.**”*



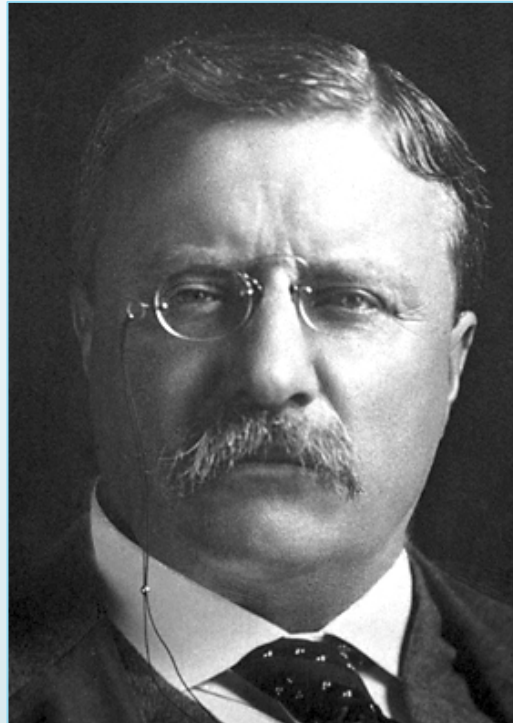
## Question

- Who were the other two Americans who served as U.S. Army officers – not career officers -- who were awarded the Nobel Peace Prize?



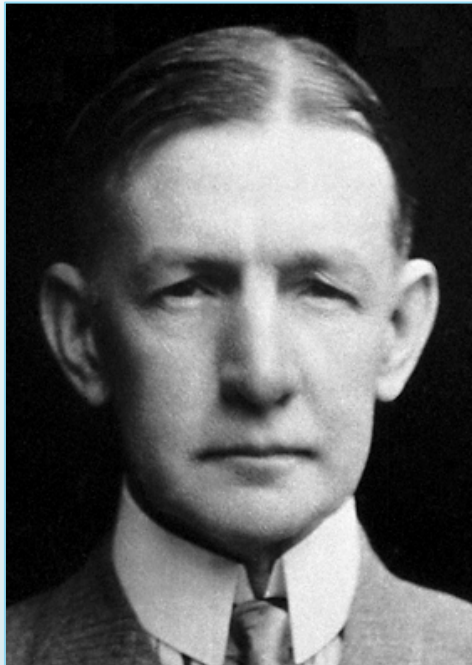


# Theodore Roosevelt - 1906



- Awarded the Peace Prize for negotiating the peace in the Russo-Japanese war in 1904-5.

# Charles G. Dawes - 1925



- Charles Dawes received the Peace Prize for 1925 for **his contributions (Dawes Plan) to the resolution of the reparations crisis that threatened the stability of post-World War 1 Europe.**

# Dawes and Marshall – An Enduring Friendship



General Charles G. Dawes  
AEF's General Purchasing Agent  
in Europe

*Marshall “kept in touch with Dawes for the rest of his life, and at their last meeting, rode with him in the funeral procession for their mutual friend, General Pershing.”*

George C. Marshall:  
Education of a General 1880-1939



Charles G. Dawes  
Chairman of Allied Reparation  
Commission (Dawes Plan)

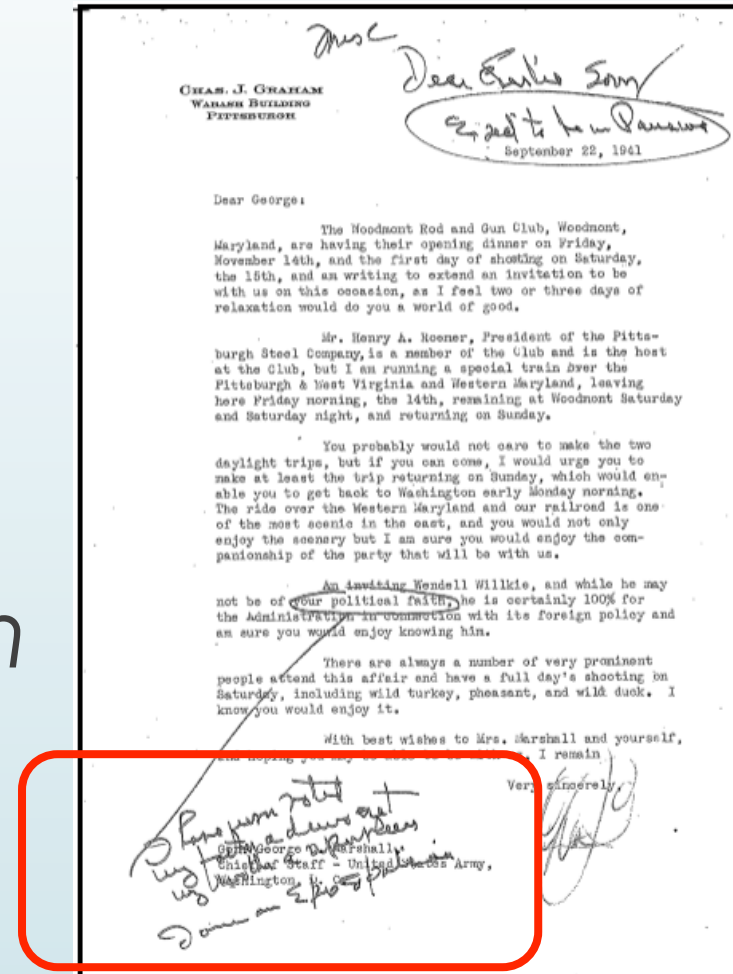
# General Marshall & Political Office

➡ Did General Marshall ever consider running for political office?



# A Democrat or a Republican?

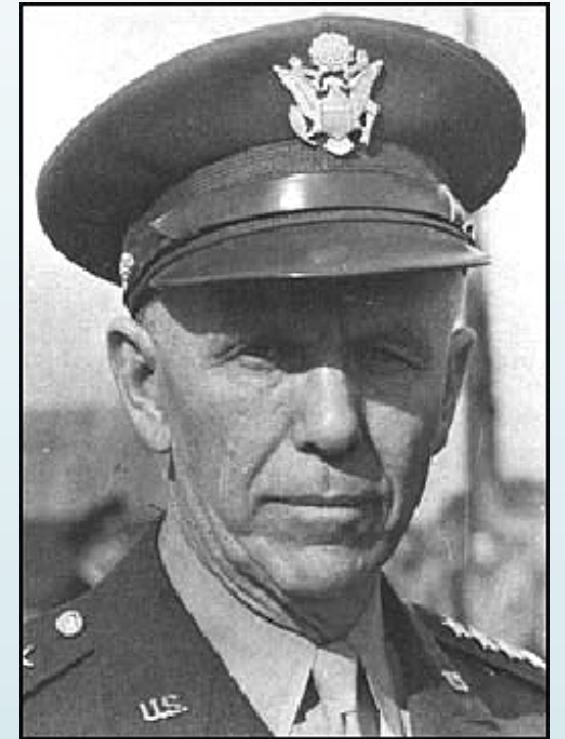
- *"I have never voted."*
- *"My father was a democrat, my mother a republican, and I am an Episcopalian."*



# “Chief” Roller to General Marshall

➤ *“You have personality, intellect, and courage. You are the type of man that workers and thinkers would want for President of our country.”*

Roller, “Chief.” Letter to General George C. Marshall. 11 Jan. 1941.





## General Marshall to Roller

- *“Putting such an idea into a man’s head is the first step toward destroying his usefulness.”*

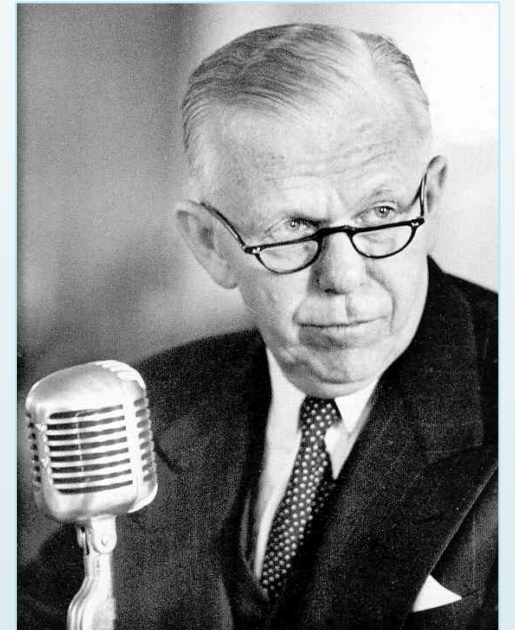
Marshall, George C. Letter to Major C. S. Roller. 15 Jan. 1941



## Post War - 1947

- *“I will never become involved in political matters and I cannot be considered a candidate for political office.”*

Stanford, Neal. (1947, January 21). The Secretary's Statement at Union Station. *Christian Science Monitor*.





# Supreme Court Justice William O. Douglas to General Marshall

## General Marshall's Response

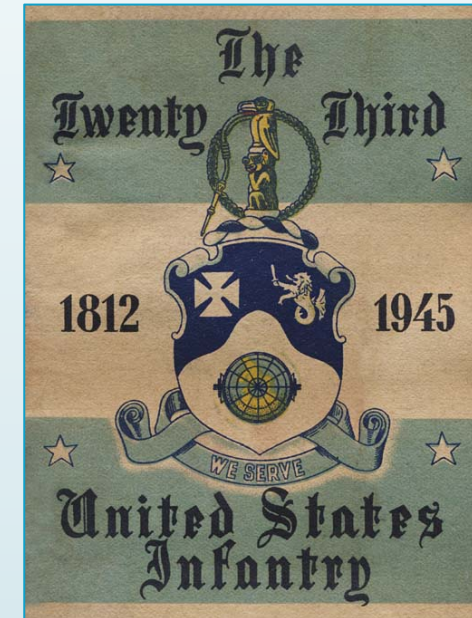
*"I am honored that he should think of me  
qualified and worthy to succeed him."*

Letter to Justice Douglas; December 24, 1954

Letter from Justice William O. Douglas, December 11, 1954

# Marshall and Combat Command

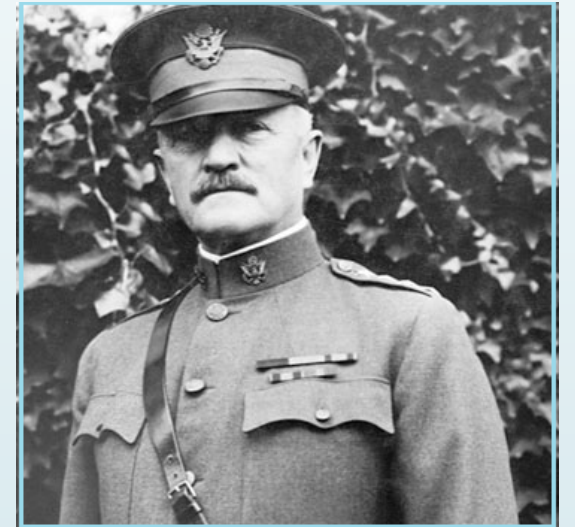
- “General Lejeune of the Marine Corps, who commanded the second division, **arranged for me to command** the Twenty-third Infantry.”



From *Memoirs of My Service in the World War: 1917-1918*, George C. Marshall

# Marshall and Combat Command

- *“Not being my own master and having been directed by General Pershing, I would not go to the Twenty-third Infantry but would report as Assistant to the Chief of Staff of the First Army.”*



Ibid

# General John A. Lejeune USMC



- Commanding General U.S. Army's Second Infantry Division (July 1918 – August 1919)
- 13<sup>th</sup> Commandant of the Marine Corps (1920 -1929)
- **5<sup>th</sup> Superintendent of VMI** (1929 -1937)

# Question

- How many divisions were combat-ready when the American Expeditionary Force arrived in France in 1917?



## Lesson Learned: Words and their Meaning

- *“Seligman turned to me and said, ‘It is understood that 'en principe' no truck for baggage will be furnished.’”*

Memoirs of My Service in the World War: 1917-1918, George C. Marshall



Germaine Seligman



## *en principe*

- *“I replied, ‘Yes,’ and, unknowingly, eliminated not one truck but thirty-two trucks ‘en principe’ from the train the French were furnishing us.”*



Ibid

# World War I Casualties – St. Mihiel

- *“If we suffered that many casualties, the American people, not accustomed to such huge payments in human life, would have seized upon it as a basis for condemning our own Commander in Chief.”*



Memoirs of My Service in the World War: 1917-1918, George C. Marshall



# World War 1 Casualties - Meuse-Argonne

## **U.S. World War 1 Casualties**

200 Days of Combat

53,402 Battle Deaths

Congressional Research Service Report RL32492



# Sworn in as Army Chief of Staff



General Marshall is Sworn In as Army COS by Adjutant General of the Army, Major General Emory S. Adams  
September 1, 1939

- *“Conscious that any military display could be interpreted as showing favor for U.S. intervention in Europe, Marshall sought to avoid upsetting the American public.”*

Marshall and The Invasion of Poland\*  
<http://marshallfoundation.org/blog/marshall-invasion-poland/>

# Civilian Clothes?

- *“I didn’t want to antagonize the public and the Congress with the easily aroused feelings toward the military that always existed.”*

George C. Marshall: Interview and Reminiscences



FDR Signs the Draft Bill as General Marshall Looks On  
September 16, 1940

# Preparedness for War in 1939

[1939 Feb. 7]

How many complete U. S. Army infantry divisions could be put into the field in 1939?

and 5 brigades in various stages of completion; and only a few special units available -- medium artillery, tanks, signal corps, engineers, medical troops, etc.

# World War II Readiness



Louisiana Maneuvers 1940 - Horse cavalry with M3 light tank



German Panzer Corps in Poland 1939



## ... and by June 1944

In 1947 when General Marshall prepared to attend the foreign ministers conference in Moscow, how many divisions were available to support U.S. foreign policy?

*“We had four  
regiments of  
active infantry in  
the entire United  
States.”*

See It Now; Edward R. Murrow

The Army Almanac: A Book of Facts Concerning  
the Army of the United States, 1950.

# Factors of Greatest Concern to General Marshall in WW II

- 4. The Pacific
- 3. Expense
- 2. Duration
- 1. Casualties

## America Announces 44,143 Casualties

WASHINGTON—The Office of War Information has announced the first official list of casualties suffered by the American armed forces as 44,143, adding that most of the number listed were participants in the Philippine debacle. Majority of those listed as missing are believed to be prisoners of the Japanese.

The totals released do not include the heavy casualties among the Philippine Commonwealth army nor the men definitely known to be prisoners of war. They are divided among three branches of service as follows:

Army—902 killed; 1,413 wounded; 17,452 missing.

Navy—3,420 killed; 1,051 wounded; 7,672 missing.

Philippine Scouts—479 killed; 754 wounded; 11,000 missing.

# Keeping the President Aware

## U.S. Military Personnel Serving and Casualties

(December 1, 1941, through December 31, 1946)

- Total Number Serving - 16,112,566
- Total Deaths - 405,399
- Battle Deaths - 291,557



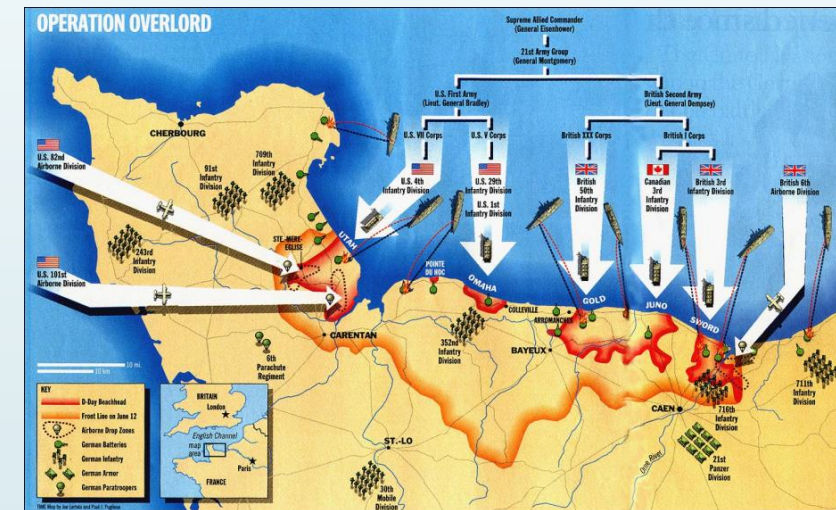
American War and Military Operations Casualties: Lists and Statistics; Congressional Research Service



# General Marshall's Thinking

➡ “We had to go brutally fast in Europe. We could not indulge in a Seven Years’ War. A king can perhaps do that, but **you cannot have such a protracted struggle in a democracy in the face of mounting casualties.**”

Interview with General Marshall, July 25, 1949



# GCM and World War II Casualties

- *“Personally and aside from all logistic, tactical, or strategical implications,*



*I would be loathe to hazard American lives for purely political reasons.”*

Eyes Only Message to Eisenhower from Marshall  
Subject: Liberation of Prague and Czechoslovakia 28 Apr 45

# American Casualties: Speaking Truth to Power

➡ Winston Churchill – 1943 – Invasion of the Island of Rhodes

➡ *“God forbid, if I should try to dictate, but not one American is going to die on that goddamned beach.”*



Keegan, John. A Generation of Victors, NYT, August 16, 1987

## Marshall's "Black Book"

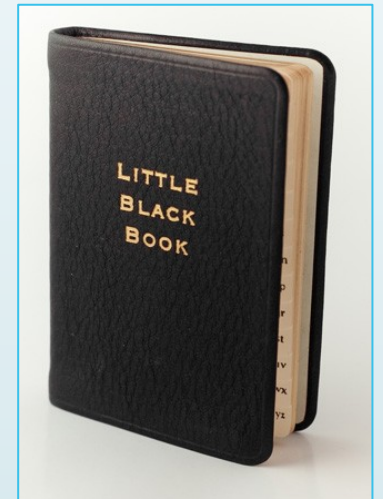
- *"Eisenhower won a favorable entry in Marshall's Black Book and his name was listed with those of Bradley, Hodges, and Clark."*



Ordeal and Hope: 1939-1942

## Marshall's "Black Book"

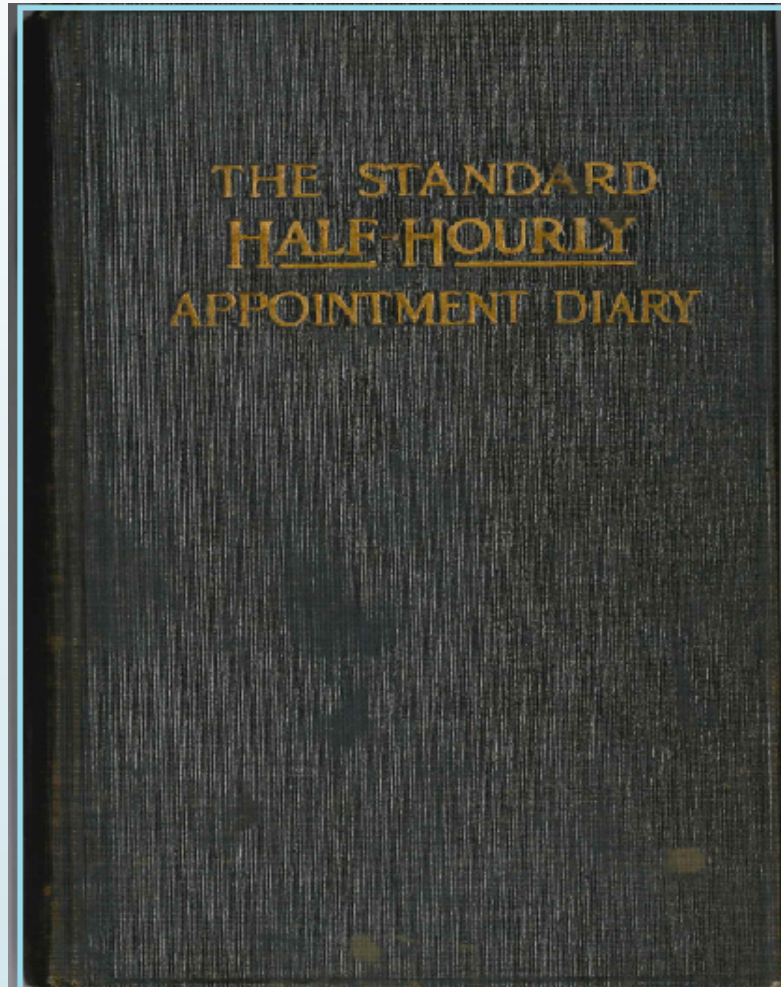
- *"Larry Bland, the editor of Marshall Papers, stated, Forrest Pogue, Marshall's biographer, told the editors of the Marshall Papers that the General had not kept a 'little black book' that listed individual and their capabilities, and that Pogue was sorry he repeated the **myth**."*



Cited in D.M. Giangreco; Hell to Pay: Operation DOWNFALL and the Invasion of Japan, 1945-1947



# Wait - look what we found!





# Black Book Entries

FRIDAY, NOV. 8, 1929		FRIDAY, DEC. 20, 1929	
APPOINTMENTS		APPOINTMENTS	
8.00	<i>Phineas</i>	8.00	<i>Best People</i>
8.30			
9.00			
9.30	<i>Harding</i>		
10.00	<i>Mr. Con</i>		
10.30	<i>Peter</i>		
11.00			
11.30	<i>Lee</i>		
12.00	<i>Tut</i>		
12.30	<i>Pidge</i>		
1.00			
1.30	<i>Gallagher</i>		
2.00	<i>Stibor</i>		
2.30			
3.00	<i>Adams</i>		
3.30	<i>Delightful</i>		
4.00	<i>Gomes</i>		
4.30			
5.00			
5.30			
6.00			

**Call Mark Stoler!  
Call Brad Coleman!  
Call the NYT and  
the WAPO!**

# General Marshall's Memory

- *“Then he answers them in order. The fact is he has drilled himself in keeping pertinent facts in his mind.”*



*Look; February 20, 1945; pp 34-41*  
Remembering George Marshall: A Conversation with Merrill Pasco

# General Marshall and the Press

- *“As far as I am concerned the press is one of my best inspector generals.”*
- *“I was not briefed daily on editorial opinion ... if I got too involved in it, I lost my perspective about the war.”*

Time. March 25, 1946



George C. Marshall: Interviews and Reminiscences

## The Press and the Post War

- *“God bless democracy! I approve of it highly but suffer from it extremely.”*
- *“This incidentally is not for quotation.”*



Letter to Spencer L. Carter, June 14, 1948.

# A Selfless Man

► *“Never did General Marshall think about himself.”*

President Harry S. Truman

Acheson, Dean. Homage to General Marshall, The Reporter. November 26, 1959



# Was General Marshall ambitious?

- Letter to General Pershing
  - “Two or three **BG vacancies now exist. I want one of them.** As I will soon be 54, I must get started if I am going anywhere in the Army.”



To General John J. Pershing; November 19, 1934



# From The White House to the Sec. of War

Sec. War *Lytle*  
THE WHITE HOUSE  
WASHINGTON  
*Gen. Pershing asks very strongly*  
*Col. Geo. C. Marshall (Infantry)*  
*be Promoted to Brigadier —*  
*Can we*  
*Put in list of next promotions*  
*54 years old*



# The Five-Star Rank – A Navy Initiative

- ➡ General Marshall to Admiral King
  - ➡ *“I do not think it would be wise to submit such a proposal. It would involve the implication that we were are proposing something for our own personal advancement.”*



The Papers of George C. Marshall; Vol. 3

## Furthermore,

- *“I didn’t want any promotion at all. I didn’t need it.”*
- *“I wanted to go to congress with no personal ambition.”*



George C. Marshall: Interview and Reminiscences

# Selection of Supreme Allied Commander

## ➤ Quebec Conference August 1943

Roosevelt and Churchill  
agree that General  
Marshall should command  
*Operation Overlord.*



Churchill, Winston S. The Second World War: Closing the Ring



# Admiral Leahy Recalls

➡ “**Never** once while working on this cable, in our personal conversations, or discussion in the Joint Chiefs of Staff about supreme command **did he** utter one word that would **indicate his desires.**”



Leahy, Fleet Admiral William. I Was There.

## FDR – The Decision

### ► Cairo Conference November 1943

General Marshall meets  
with President who asks,  
*“What I wanted to do.  
Evidently it was left up  
to me.”*



George C. Marshall: Interview and Reminiscences



# General Marshall's Response

- *"I repeated that I wanted him to act in whatever way he felt was to the best interests of the country ... **not in any way to consider [my] feelings.**"*



Ibid

# The President's Response

- *“Well, I didn’t feel that I could sleep at ease if you were not in Washington.”*



McCarthy, Frank. George C. Marshall Research Library Newsletter; March 1966  
Marshall, Katherine. Together: Annals of an Army Wife

# From the President to ...

From the President to Marshal Stalin

The <sup>immediate</sup> appointment of General Eisenhower to command of Overlord operation has been decided upon

Roosevelt

Cairo, Dec. 7. 43

Dear Eisenhower, I thought you might like to have this as a memento. It was written very hurriedly by me as the final meeting broke up yesterday. The President signing it immediately.

E.C.W.

“The immediate appointment of General Eisenhower to command of the Overlord operation has been decided upon.”

Roosevelt

# General Marshall to General Eisenhower

➤ *“Dear Eisenhower. I thought you might like to have this as a memento. It was written*



*very hurriedly by me as the final meeting broke up yesterday, the president sighing it immediately.”*

GCM

# Was General Marshall Disappointed?

- Secretary of War Henry L. Stimson stated,
  - *“I know what was the deepest ambition in his heart and it was to command the invasion of France.”*



Turmoil and Transition: A Study of the Life and Times of Henry L. Simpson  
Remembering George Marshall: A Conversation with Merrill Pasco

# Was General Marshall Disappointed?

- General Marshall's Staff Secretary Colonel Frank McCarthy (VMI '33) said,
  - *"I believe this was the greatest disappointment of his life."*

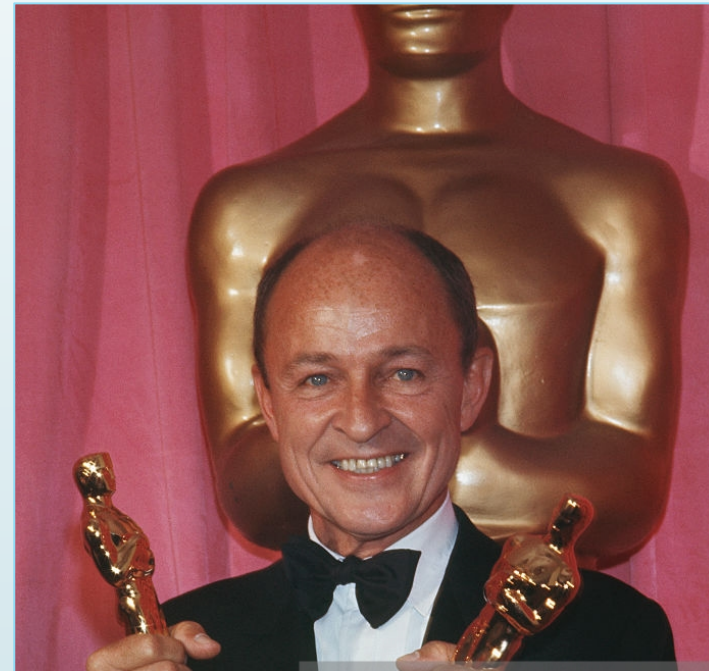
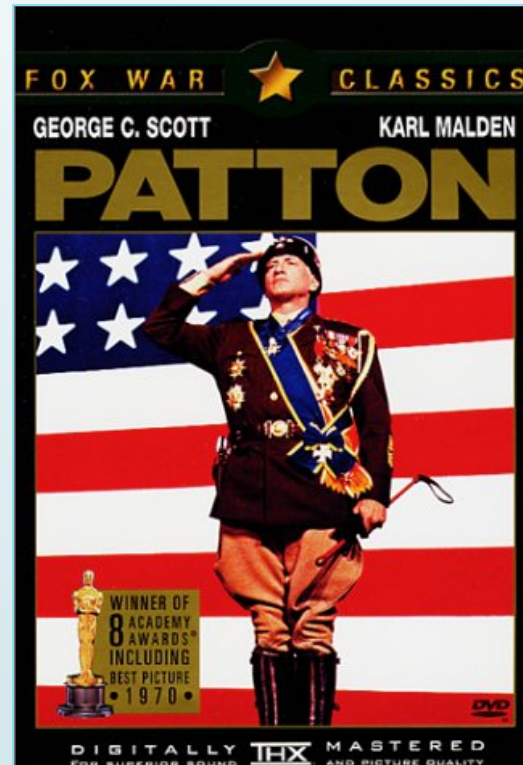
McCarthy, Frank. George C. Marshall Research Library Newsletter; March 1966





# COL Frank McCarthy (VMI '33)

- Frank McCarthy produced the movie:



# General Marshall's Memoirs of World War II

- If General Marshall wrote his memoirs of World War I, why didn't he write his memoirs of World War II as did Bradley, Churchill, and Eisenhower?



# General Marshall and His Memoirs

- General Marshall declined an offer of \$1 million to write an *“intimate book.”*
  - *“Unless you tell everything in the context of the time it would be of no value historically.”*
  - [Also,] *“there are too many people still alive who would be hurt.”*

Richmond Times-Dispatch; May 7, 1955

# General Marshall and His Memoirs

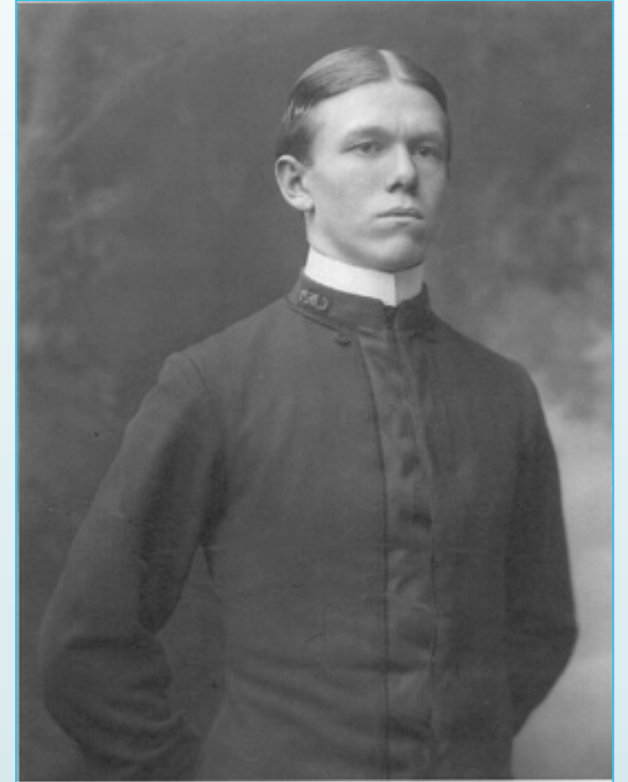
- *“There is another factor involved. One adverse item will be seized upon ... that literally ... blackens the whole. And yet that adverse item may be most important historically, showing **the difficulties in preparing for war in a democracy.**”*

General Marshall to Virginius Dabney, Editor  
Richmond Times-Dispatch; May 12, 1955

# 1944 Radio Dramatization of GCM's Life

➤ *"I interpose no objection,  
though this [script] ... omits the  
items that I am proud of: .....*

War Dept. Memo for General Marshall; November 29, 1944



Cadet First Captain  
George C. Marshall



# First in a Class of 38

Marks and Standings  
U.S. INFANTRY AND CAVALRY SCHOOL  
1906-7.

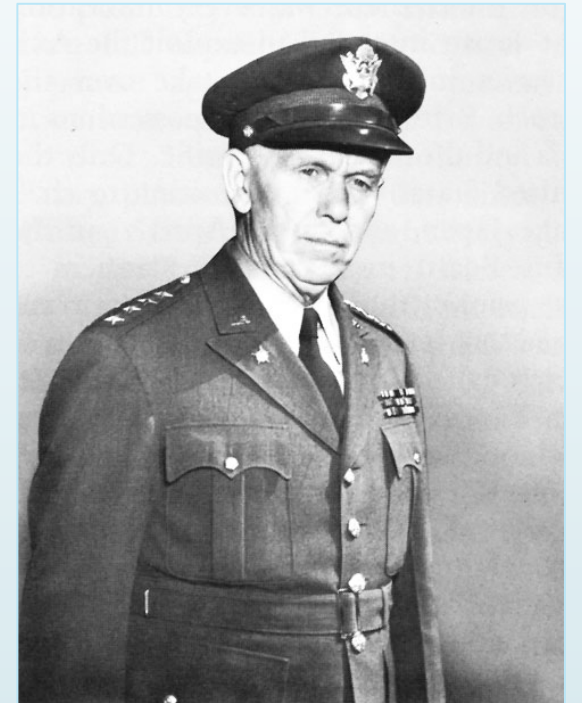
Class Standing of  
Graduated June 29, 1907.

CLASS STANDING:	Military Art, maximum, 380	Engineering, maximum, 300	Law, maximum, 130	Care of troops, maximum, 40	Spanish, maximum, 150	Total, maximum, 1000	Per Cent	Standing
HONOR AND DISTINGUISHED GRADUATES:								
Marshall, G.C. jr. 2d Lt. 30" Inf.	365.69	290.39	126.08	38.74	146.85	967.75	96.78	1
Kerth, M.C., capt. 23d Inf.	360.36	291.78	124.86	39.13	149.01	965.15	96.51	2
Rhodes, C.D., capt. 6" Cav.	368.44	286.87	123.20	39.07	146.74	964.32	96.43	3
Beebe, R.E., 2d Lt. 29" Inf.	363.00	290.64	123.62	38.56	146.24	962.06	96.21	4
Hodges, H.L., 2d Lt. 1" Cav.	361.06	284.15	126.30	38.58	148.46	958.54	95.85	5



# And a Marshall Movie?

- *“He didn’t go around slapping soldiers, packing ivory-handled pistols, or wearing a non-regulation cap and smoking an oversized corncob pipe.”*



Frank McCarthy to LTGEN Marshall S. Carter; November 1974

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## To whom was COL McCarthy referring?



# Marshall and MacArthur

- *“In regard to my being hostile to General MacArthur, it is damn nonsense.”*
- *“I don’t think I ever said an adverse word about General MacArthur in front of the staff, though he was very difficult – very, very difficult.”*



George C. Marshall: Interviews and Reminiscences

# Marshall and MacArthur



*“... not to my friend, General Patton.”*

- *“I am speaking as the Chief of Staff to General Patton and not to my friend, General Patton.”*
- *“You encouraged the colonel and you destroyed him.”*
- *“I will not promote him. Never mention this to me again.”*



Marshall Interviews #18; November 19, 1956



# The Knutsford Incident

- In an off-the-record speech, Patton mentioned,
  - *“It is the evident destiny of the British and Americans and, of course, the Russians to rule the world.”*





## From Eisenhower to General Marshall

- *“Patton has broken out again.”*
- *“He is unable to use reasonably good sense.”*
- *“There arises doubts of retaining him in high command despite his capacity in battle leadership.”*



S 50908, 29<sup>th</sup> April 1944 from Eisenhower to General Marshall for Eyes Only

# From General Marshall to Eisenhower

➡ “... *unmistakable fact that Patton is the only army commander who has experience fighting Rommel and in landing operations.*”



Office Chief of Staff (29 April 1944) to SHAEF

# From Eisenhower to Patton

➡ *“If you are again guilty of any indiscretion in speech or action I will relieve you instantly from command.”*



Eisenhower, Dwight D. Letter to Lieutenant General George S. Patton. 29 April 1944

## Patton's Diary Entry

- *"My final thought is that I am destined to achieve some great thing, ... but this last incident was so trivial ... that it is not ... an accident but the work of God."*
- *"His will be done."*



Churchill and the Great Republic  
George S. Patton Diary entry  
[www.loc.gov/exhibits/churchill/wc-trans215.html](http://www.loc.gov/exhibits/churchill/wc-trans215.html)

## From General Marshall to Eisenhower

- *“Tell him from me direct not to smirch a magnificent job by comments of any kind.”*
- *“Also, keep out of the camera lens as much as possible.”*



To General Dwight D. Eisenhower. Radio No. WAR-80880; August 15, 1944

# The Concerns of the Congress

- As reported in the U.S. Press
  - *“The English and American peoples ... undoubtedly it is our destiny to rule the world.”*
- The crux of the matter – “rule of the world”
  - Congressman Sol Bloom (NY)- *“Let God rule the world.”*
  - Senator Ellison D. Smith (SC) – *“I think it’s best for us to rule ourselves.”*



Blumenson, Martin. The Patton Papers: 1940-1945



## Like the American people ...

- General Marshall had *“only one interest.”*
- *“Win the damned war as quick as he can, with the fewest lives lost and money expended, and get down to Leesburg and enjoy life.”*



Time Magazine, January 3, 1944.

## VMI Graduates on the War Dept. General Staff

➤ In the war, VMI graduates held the:

- Chief of Staff
- Deputy Chiefs of Staff
- Secretaries of the General Staff
- Division commanders and Corps commanders



BG Leonard Gerow (VMI '11) War Plans Division Chief, and COL Thomas Handy (VMI '14) with BG Dwight Eisenhower

# Did General Marshall select them?



- *“As a matter of fact, I did not know one of these men and I didn’t bring any of them into the War Department, or the Deputy Chiefs of Staff’s job, or the Secretary’s job.”*

Gioia, Philip, When "The Institute was Heard From" in World War II:  
The Journal of Military History, October 2014

## A “very anxious” General Marshall

- *“The thing got so numerous with VMI men, that I called the President of the Alumni Association and requested for them not to make a point of it.”*



Ibid

## Tribute to General Marshall (civis Americanus)

- *"I have never known anyone who seemed so surely to breathe the democratic American spirit."*
- *"The destiny of America at the most critical time of its existence has been in the hands of a great and good citizen."*

Secretary of War Henry L. Stimson

MARSHALL LEGACY SERIES: VISIONARY IN WAR AND IN PEACE



**"The door that was never closed."**

# Tribute to General Marshall

- *“It was, indeed, an act of God that made him chief adviser to the President and head of the State Department in 1947.”*



Secretary of State Dean Acheson

Acheson, Dean. Present at the Creation



# Tributes to General Marshall

- *“General Marshall was the organizer of victory. Succeeding generations must not be allowed to forget his achievements.”*

Prime Minister Winston Churchill



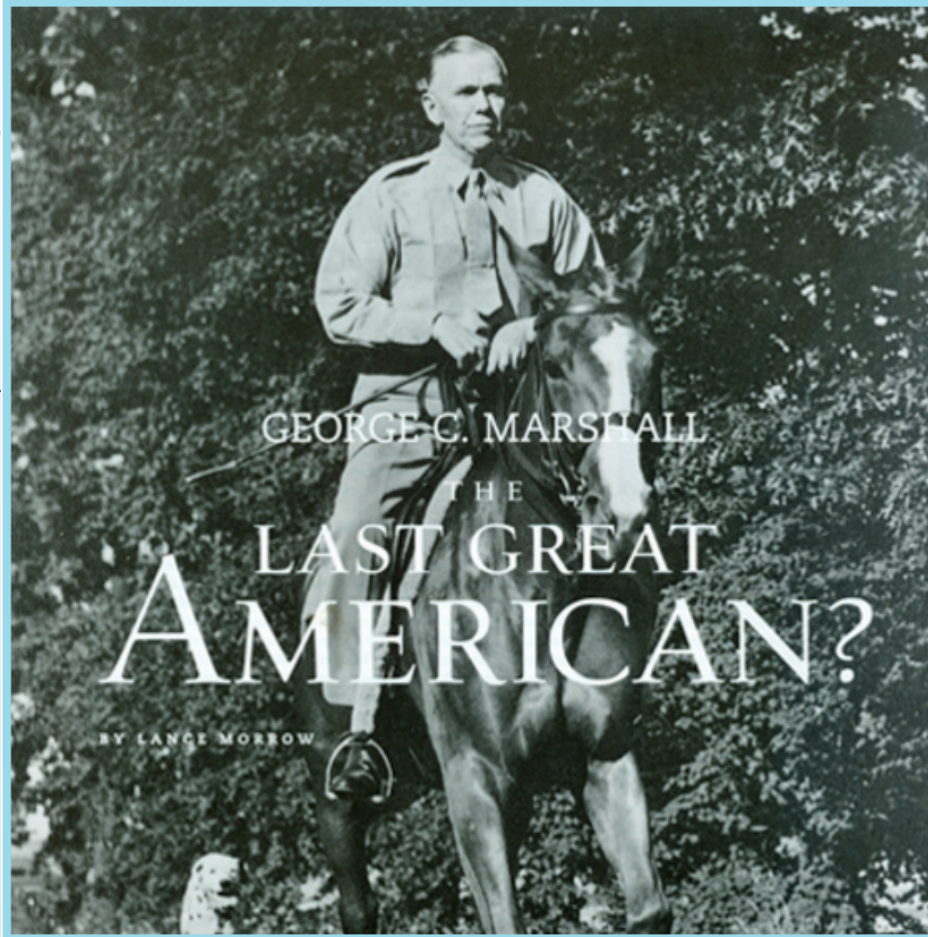
# A Worldwide Tribute

- *"The self-effacing Marshall possessed such intense respect worldwide that when he entered Westminster Abbey, unannounced, to take his seat at the coronation of young Elizabeth II, the entire congregation arose."*



Weintraub, Stanley; 15 Stars: Eisenhower, MacArthur, Marshall: Three Generals Who Saved the American Century

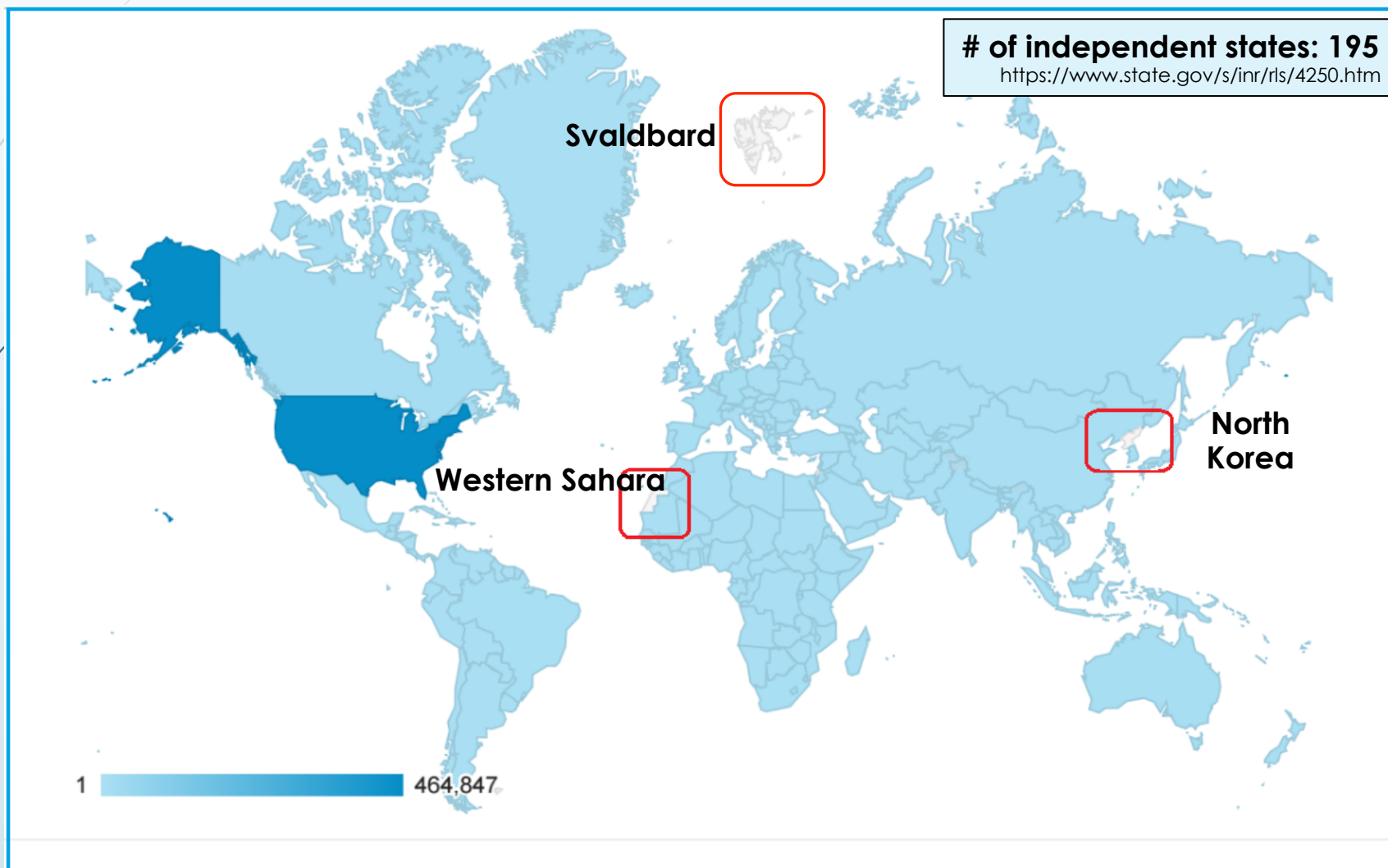
Is ...



➡ *“No soldier since Washington has had his Roman virtues, and so significantly shaped a peace.”*

Morrow, Lance. SMITHSONIAN Magazine, August 1997

# Informing the World



For more information on General Marshall

[www.marshallfoundation.org](http://www.marshallfoundation.org)

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