Addresses
DELIVERED AT THE
DEDICATION CEREMONIES
Of The
George C. Marshall
Research Library

MAY 23, 1964
LEXINGTON, VIRGINIA
GEORGE C. MARSHALL RESEARCH LIBRARY

Dedication Ceremony

At Lexington, Virginia
Saturday, May 23, 1964
at Twelve Noon
THE PREFACE

This souvenir booklet contains the record of the proceedings at the dedication exercises of the George C. Marshall Research Library in Lexington, Virginia, May 23, 1964. Included in the collection are the speeches of President Lyndon B. Johnson and former President Dwight D. Eisenhower, and the message of former President Harry S. Truman, who was prevented by illness from being present. All of the tributes indicate the high esteem in which General of the Army George C. Marshall was held by his contemporaries.

The George C. Marshall Research Foundation was formed in 1953 to honor General Marshall by the preservation in a suitable depository of documents and memorabilia bearing on his fifty years of public service. The Foundation plans to collect documents and recorded interviews on diplomatic and military history of the first half of the twentieth century during which George Catlett Marshall ably served his country as Soldier-Statesman. By aiding research on the types of national and world problems to which he devoted his career, the Research Library will become a living memorial to the man it honors.

Omar N. Bradley

Lexington, Virginia
August, 1964
THE PROGRAM

PRESIDING — GENERAL of the ARMY OMAR N. BRADLEY
PRESIDENT of the GEORGE C. MARSHALL RESEARCH FOUNDATION

INVOCATION..........................Major General Luther D. Miller, USA (Ret.)
Former Chief of Chaplains, United States Army

WELCOME................................Major General George R. E. Shell
Superintendent, The Virginia Military Institute

WELCOME TO VIRGINIA...........The Honorable Albertis S. Harrison, Jr.
Governor of the Commonwealth of Virginia

REMARKS...............................General Bradley

REMARKS*.............................The Honorable Harry S. Truman
Thirty-second President of the United States

REMARKS..............................General of the Army Dwight D. Eisenhower
Thirty-third President of the United States

REMARKS..............................The Honorable Robert A. Lovett
Chairman of the Advisory Board of the
George C. Marshall Research Foundation

FORMAL TRANSFER of the
GEORGE C. MARSHALL RESEARCH LIBRARY........General Bradley

ACCEPTANCE OF THE LIBRARY...............Dr. Forrest C. Pogue
Director of the George C. Marshall Research Library

ADDRESS..............................The PRESIDENT OF THE UNITED STATES
The Honorable Lyndon Baines Johnson

BENEDICTIO..............................Chaplain Miller

*Mr. Truman was forced to be absent and a special message was read by General Bradley.

THE ADDRESSES

CHAPLAIN MILLER: Invocation

GENERAL SHELL:

IN 1897, THE FATHER of George Catlett Marshall, Jr., wrote to
the Superintendent of the Virginia Military Institute, General Scott
Shipp, “I send you my youngest and my last.” General Shipp wel-
comed the 16 year old Pennsylvanian and wrote his father, “I have
just seen the cadet son and he already looks the soldier.”

As VMI welcomed George Marshall to this college, we welcome
you here today to help honor the memory of this northern-born
youngster, of Virginia and Kentucky ancestry, who came here for
the education and training that was to lay the foundation for a
career that was to make him world famous.

Poorest prepared for college work, the record shows that he raised
his grades steadily and graduated in the upper half of his class. In the
military field he rated high almost from the very first, achieving the
ranks of first corporal, first sergeant, and first captain during his
cadetship. He had great respect and affection for his Alma Mater.
Later he said of his years here, “What I learned at VMI was self-
control and discipline.” He added, “This institution gave me not only
a standard for my daily conduct among men, but it endowed me with
a military heritage of honor and self-sacrifice.”

Any institution would be proud of such a graduate and such a
tribute. In 1951 the Institute and the Commonwealth of Virginia
showed their high regard for this adopted son by proclaiming a
Marshall Day, by naming one of the three arches of the VMI
Barracks for him and by having Governor John S. Battle, then
Governor of Virginia, bestow on him the Distinguished Service
Award of Virginia.

It was fitting this morning, as many of you watched, to award
VMI’s highest honor, the New Market Medal, posthumously to
General Marshall for he did indeed manifest in his lifetime the
devotion to duty, loyalty, and leadership which was symbolic of the
cadets at New Market.

Today, as we welcome all of you to the college, we welcome you
to Lexington and our community of Rockbridge County, where
Generals Lee and Jackson also left their mark on higher education.
As a member of the Board of Directors of the Marshall Founda-
tion and as its representative, I welcome you to the Marshall Library, not a part of VMI and not the property of the Commonwealth of Virginia, but a project which is very close to our hearts. Built on land once a part of the Institute and given by the State of Virginia to the Marshall Foundation, the Library is closely linked with dreams and hopes of this community, and we hope these lessons learned from the past may throw light on the problems of our generation and show the way to the future. We believe that the Library will draw scholars from many parts of the world to examine the documents of this distinguished American, and it will bring many visitors to see the exhibits that tell not only the Marshall story but the account of the times in which he worked.

It is now my personal privilege to present to you the Chief Executive of the Commonwealth of Virginia. This distinguished gentleman took office just as a campaign began by the Marshall Foundation for support in Virginia. His interest was immediate and he played an important part in a successful effort which resulted in nearly $200,000 in gifts. Further, during his administration the Commonwealth of Virginia appropriated $100,000 for this building. It is thus especially fitting to have our Governor to welcome you to the State. It is my pleasure to present the Honorable Albertis S. Harrison, Jr., Governor of Virginia.

GOVERNOR HARRISON:

We are in Virginia, the Mother State who cradled eight of our earlier presidents, is honored to welcome here today, in company of this great assemblage, Mrs. Marshall, President Johnson and General Eisenhower.

This, indeed, is a great day for Virginia simply by reason of your presence, but it becomes even a greater day for all of us, throughout America, when we consider the meaning of this very special occasion.

Here at Lexington, so closely associated with salient events in the lives of many great Americans, stand side by side historic Virginia Military Institute and Washington and Lee University.

Here in the Valley of Virginia are innumerable reminders of military geniuses of a hundred years ago, who were leading participants in the ebb and flow of war.

Here the foothills and the beautiful ranges of the Blue Ridge and the Alleghenies are dramatic evidence of the grandeur that is America.

Here we have come to pay tribute to the memory of a man of unsurpassed devotion to his country, and thereby to perpetuate for every succeeding generation ideals that not only are imperishable but ideals which always have constituted, and which must continue to be, the very foundation of our freedoms and our republican form of government.

It is especially fitting that these national leaders, whose responsibilities encompassed important segments of General Marshall's career, are participants in these ceremonies, and that by their presence and their words they may lead the nation in a rededication to the lofty concept of selfless service to country, whenever and to whatever extent circumstances may require.

No man better exemplified these unchanging characteristics of true patriotism than General Marshall. No man shouldered more willingly the burdens that come to those charged with crucial decisions. And no man bore with greater dignity the loneliness and the anguish that inevitably envelop those who carry the responsibility of military strategy and national policy in time of grave emergencies.

The erection at his beloved Virginia Military Institute of the George C. Marshall Research Library affords opportunity for citizens throughout America, and admirers around the world, to attune their hearts and minds, at this veritable fountain of Americanism, to the principles that motivated this dauntless patriot as military leader, as architect of postwar reconstruction, as humanitarian, and as ardent seeker after international peace and good will among men.

Virginia is proud to have had a part through Virginia Military Institute in the magnificent contributions of General Marshall to his country and to the advancement of the common objectives of mankind.

Virginia is glad that her pleasant countryside afforded him some relief from the onerous obligations of office, on those rare occasions when he yielded to the demands of friends that he, too, enjoy the relaxing air of freedom which he did so much to safeguard for all of us.

The contents of this memorial library will carry forward through the years the life and works of General George C. Marshall, reminding us always that unfettered access to truth and knowledge is the surest guarantee of our future as a free nation.
GENERAL SHELL:

IT IS NOW MY PLEASURE to present the President of the George C. Marshall Research Foundation. This gentleman and great soldier comes from President Truman's State of Missouri. Graduate of the United States Military Academy, a member of the faculty of the Infantry School under Lt. Col. George Marshall, member of the Secretary General Staff under General Marshall in Washington, he was selected by General Marshall to head the Infantry School. In World War II he commanded a corps, an army, and finally 12th Army Group, which was at its peak the largest force ever to be led by an American field commander.

Following the war, at the specific request of the President, he headed the Veterans Administration, became Chief of Staff of the Army, and finally Chairman of the Joint Chiefs of Staff. He is today Chairman of the Board of the Bulova Watch Company.

A close friend and great admirer of General Marshall, General Bradley accepted the Presidency of the Marshall Foundation in 1939.

Calling on friends and associates throughout the land to help in this enterprise, General Bradley made this Marshall memorial library a reality. It is not too much to say that without him the project would not have come to fruition. It is with great pride that I present to you as the presiding officer for the remainder of the program, General of the Army Omar N. Bradley.

GENERAL BRADLEY:

I WISH TO THANK Governor Harrison and General Shell for their words of welcome and for their tributes to General Marshall. Governor Harrison has given able assistance in the achievement of our goals here in the State. He and various other Virginia leaders have worked very hard to make this building a reality. I also wish to express my special appreciation to General Shell who, as the local representative of the Marshall Foundation, has watched over every phase of the building of the Library and has devoted many hours of dedicated effort to its development. Heading a special committee, whose other members were Dr. Fred Cole and Dr. Forrest Pogue, he has kept the building on schedule and has helped make certain that the work measured up to the man it was intended to memorialize.

Also at this time, I wish to express the thanks of all of us to Mrs. Marshall whose personal gifts have enhanced the collection of items given by General Marshall before his death. She has also made available on loan several cherished personal items. We are delighted to have her and her family here today for this ceremony.

I should like to pay tribute to the organizer and first President of the Marshall Foundation, the late John C. Hagan, Jr., under whose leadership the Foundation was chartered. Special thanks are due to all members of the Board of Directors who have labored diligently, at their own expense, to press forward our program.

To the Governor and legislature of Virginia, to former Governor John Battle and his fine committee, to the late John Camp, to Joe Neikirk and his fund-raising organization, we express our deep appreciation for the excellent results shown in the Virginia campaign.

Nationally, we owe a deep debt of gratitude to Mr. Lovett and his Advisory Board made up of some thirty men and women from across the nation who have contributed personally and sought contributions from many sources for our activities. I am glad to say that approximately two-thirds of our funds for our program have come from outside the State and that the gifts range all the way from large sums by foundations and individuals to $5 and $10 gifts from former associates and admirers who wanted a part in honoring the General.

Time does not permit me to list all of those who have given to this building, but I must say a word about the gifts of the late John D. Rockefeller, Jr., his widow and his sons, amounting to nearly one-fifth of all money received, that made the initial work possible and have kept the research work progressing; the large grant by the Ford Foundation; generous gifts by the Mellon foundations of Pittsburgh and the Harriman Foundation of New York; and two especially generous gifts by individuals who wish to remain anonymous, but whose support proved to be particularly vital at critical points in our development.

One fine gift of service was that of Mr. Alonzo H. Gentry, architect of the Truman Library in Independence, Missouri, who donated all of the preliminary designs for this building as an admirer of General Marshall and a loyal son of VMI.

Without intruding on the spirit of the occasion of this dedication, I should like to add that as a privately supported library, which can expect no financial support from Federal sources, we shall continue to require the financial backing of friends and admirers of General Marshall to complete the furnishing and equipping of this building and to establish an endowment to maintain the building
and a modest research program. We require approximately $200,000 to complete the furnishing of the building and to purchase the equipment necessary to put the library into full operation. We have just begun building the endowment fund of two million dollars. We hope that you and other friends of this project will remember us in the days to come.

General Shell has told you of the various occasions on which I worked closely with General Marshall. I recall especially the years I worked with him at the Infantry School, Fort Benning, Georgia. It is not too much to say that General Marshall, as an aide to General Pershing and in his work at Benning, created the Army school system as we know it. At Fort Benning, I was impressed by his knowledge, by his desire to stimulate inquiry, by his willingness to experiment, by his insistence on fundamentals, and by his habit of picking men for a job and then depending on them to get the job done. It was a tremendous experience to work with him in the period of preparation for the trying years ahead.

Later I worked in the office of the Chief of Staff in that grim period shortly before our entry into World War II when General Marshall was trying to raise, train, and equip an army while finding additional weapons to support our friends and associates in the conflict. I saw him in the trying days when he was Secretary of State and Secretary of Defense. It was my pleasure to be one of the recipients of an honorary degree at Harvard on the occasion of his great speech outlining the Marshall Plan. Because of my tremendous admiration for the General, I gladly accepted the task of heading the Marshall Foundation in 1959 in the effort to build and maintain this memorial to the General.

I don't believe that any individual contributed more to the winning of the war or trying to produce lasting peace than General Marshall.

From the beginning of our endeavors, the Marshall Foundation has enjoyed the strong support of the Presidents of the United States. President Truman, President Eisenhower, President Kennedy, and now President Johnson have all expressed their warm approval of our activities. In fact, the Marshall Library owes its existence to the suggestion made by President Truman to representatives of the Virginia Military Institute in 1952 that they provide a place for General Marshall to put his papers. He well knew the worth of the General because he had worked with him during the war in connection with the Truman Committee, he had succeeded to the Presidency at a time when some of the hard fighting of the war was still to be done, had sent the General on a special mission to China, and then called on him to head the Department of State, the American Red Cross, and the Department of Defense. No one is better prepared to talk about the Marshall Library and the man it commemorates, for the Marshall and the Truman story are closely interrelated.

At this time President Truman was scheduled to speak, but he is not able to be here because his doctor ordered him not to come. However, he sent a message I would like to read:

Dear General Shell: I deeply regret that it will not be possible for me to attend the ceremonies dedicating the Marshall Research Library because of circumstances beyond my control. Inasmuch as I will not be able to be there, I am enclosing a short message to be read at the dedication.

To my mind, General George Marshall typifies George Washington in many ways as a man of great personal force, intellect, vision and inborn leadership. He, in his own way, rates the distinction in being first in war, first in peace, and first in his role of helping to rebuild and reshape the post-war free world.

General Marshall and I had an ideal working relationship. We wasted no time on formalities. We both understood our respective responsibilities. We did what we had to do and did not concern ourselves with such mortal failings as being men of destiny — for our place in history. We knew that we were on a limited assignment — and we tried to act that way.

I am sure that General Marshall would know that if it were at all possible for me to be here today, I would be — and I would feel the same way about him if the situation were otherwise. I have never failed him and he never failed me.

And so, from the Library in Independence, I salute General George Catlett Marshall as one of the outstanding men of the Twentieth Century and one whom we and the free world will always remember with respect, admiration, and affection.

Signed — Harry S. Truman

The Marshall Foundation actually started its research program during the administration of President Eisenhower who gave strong backing to the Foundation's activities. During World War II General Eisenhower served in several important positions directly
under General Marshall and had a close and constant relationship with him. He will now speak to us on General Marshall's contributions as a wartime leader.

GENERAL EISENHOWER:

IT IS A HIGH PRIVILEGE for me, once again, to pay a simple tribute to General George C. Marshall. This time I do so in terms of my personal contacts with him. A few of his characteristics are uppermost in my memory and it is on these I shall dwell. They include his consideration for others, his clear, direct, and logical approach to any major military problem, his complete, single-minded dedication and loyalty to his country and government, and his selflessness and objectivity in making decisions and in courageously discharging his vitally important duties.

From World War I onward, I had often heard of George Marshall. By older officers he was always described as a brilliant soldier, by many as a genius. But, until World War II was a week old, I had met him only twice and then but momentarily.

My direct association with him began on December 14, 1941, on a Sunday morning in the old "Munitions Buildings," in Washington, D.C. He placed me in charge of military planning, later adding operations. On that Sunday morning a great deal of our conversation dealt with the situation in the Pacific. General Marshall brought me up to date with events and then said that he would look to me for assistance in planning help for that beleaguered area. Just before dismissing me, he gave me some brief instructions that I have never forgotten. I can repeat his words almost verbatim.

"Eisenhower," he said, "the Department is filled with able men who analyze their problems well but feel compelled always to bring them to me for final solution. I must have assistants who will solve their own problems and tell me later what they have done." He looked at me with an eye that seemed to me awfully cold, and so, as I left the room, I resolved then and there to do my work to the best of my ability and report to the General only situations of obvious necessity or when he personally sent for me.

This habit I cultivated to the point that one day — finding myself in a crisis situation — I issued an order that occasioned for me some days of acute embarrassment. Indeed, I suspected — with obvious reason — that I might be ignominiously dismissed from the presence of the Chief of Staff, if not from the Army. The facts were these: We badly needed to send a division of troops to Australia and it happened that in one of our ports and ready to depart was the British ship, the "Queen Mary." Having permission to use her, I directed the loading of 15,000 men on her and started her across the Atlantic and around the Cape of Good Hope, without escort. Because of her speed, I was not particularly worried until we intercepted a cable sent by an Italian official in Brazil to his Government in Rome. It read as follows: "The Queen Mary just refused here, and with about 15,000 soldiers aboard left this port today steaming southeast across the Atlantic." At once I had visions of all the German submarines in the South Atlantic trying to concentrate around the Cape of Good Hope area, possibly intercepting the great ship and filling her full of torpedoes.

For the next few days I slept little. But finally, I had the welcome news that the "Queen Mary" had arrived safely in Australia.

I felt so good that I took the time off to go voluntarily to the General's office to tell what I had done and of the great suspense in which my principal assistants and I had been living. I said that I had not told him this before because I saw no use for his bearing the same burden of worry that I had been carrying. But now that all was well, I thought he might like to know what had happened. He smiled and said, "Eisenhower, I received that intercept at the same time that you did. I was merely hoping that you might not see it and so I said nothing to you until I knew the outcome." Rarely have I seen such generous consideration for a subordinate so beautifully exemplified.

One incident has a bearing upon his conception of performance of duty without fear or favor. I was in his office once when he picked up the telephone to answer a call that an aide said came from a senator — the chairman of an important committee. As I watched the General's face, it became flushed; he was obviously more than a little annoyed. Within moments he angrily broke in to say, "Senator, if you are interested in that man's advancement, or that of any other, the best thing you can do is to avoid mentioning his name to me. Good-bye!" Then he turned to me to say: "I may make a thousand mistakes in this war, but none will be the result of political meddling! I take orders from the Secretary of War and the President; I would not stay here if I had to respond to such outside pressures. Moreover, I don't like people who are 'seeking promotions.'" To possible senatorial displeasure he gave not a single thought.
In early conferences of the American Chiefs of Staff and, later, of the Combined Chiefs of Staff, he quickly established himself as the dominant figure. His vision was so clear, his grasp of complex issues so instinctive and precise, and his convictions so strong, that he was almost invariably the leader in discussions and in resultant decisions. In all Allied meetings in which I was present with him this continued throughout the war; his complete absorption in the task at hand was apparent to all.

In another meeting I saw convincing proof of his utter selflessness. American Chiefs of Staff were travelling to the Cairo and Tehran Conferences in November of 1943. They stopped over night at Allied Headquarters in the African Theater of War. Speculation was then rife as to the identity of the individual to be named to head the cross-channel operation scheduled for the next spring, named OVERLORD. Washington headlines, I was told, were fairly agog about the matter; some misguided persons even alleging that General Marshall and I were engaged in a bitter vendetta, each falsely accused of seeking the prize of command.

On the evening of the President's arrival in Carthage, General Marshall and Admiral King, quartered with me in my cottage, had a long conversation into which Admiral King brought this subject. He had been given to understand in Washington, he said, that General Marshall was to go to London and I to the post of Chief of Staff. According to the Admiral, it was assumed the President, believing that Marshall would like to be in the field and that he had clearly earned the right to make his own choice of positions, had ordered the necessary shift in assignments, agreeing to accept me as a substitute for General Marshall in his Washington post. Admiral King, however, was convinced that the nation needed General Marshall in Washington and said he was going to use what influence he had with the President to keep the Chief of Staff there. He made a prolonged presentation of his arguments and then, finally, invited my comments. I merely replied I would try to do my duty wherever my superiors decided I should serve. General Marshall smiled and remarked, "I don't see why any of us is worrying about this. The President will have to decide on his own, and all of us will obey." He went on to say: "The President has asked for my preference but I've refused to express any."

I was struck by his complete objectivity; and not once in later years did he ever give me a hint as to his personal choice of the two positions. Incidentally, there was a sequel to this story that should dispel any fanciful idea that there might have existed any rivalry between General Marshall and me for the OVERLORD command. At the end of the Cairo Conference the President decided to keep General Marshall in his vital post. The telegram informing Stalin that I would go to London was written out in longhand by General Marshall and signed by the President. The original text was then sent to me by General Marshall with this note.

 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.

G. C. M.

The telegram was not nearly as important to me as was the kindly thoughtfulness so clearly evidenced by a busy superior who wanted a subordinate to have a souvenir certain to be highly valued.

In December of 1945 I was directed to take General Marshall's place as Chief of Staff of the Army.

One thing he said as I came to report to him has persisted in my memory. He expressed a great feeling of relief at laying down the duties of active service; his enthusiasm for the rest, recreation, and happiness of the life he saw stretching out before him and his family was, to say the least, unusual for him. I was not only happy for him, I wished that I could have done the same. But the sequel to this incident was far from pleasant.

Hardly had he been settled in the family home at Leesburg when he came into my office and announced: "The President is sending me to China; I'll be needing some help from the Army; will you see that my requests are considered?" "Of course," I replied. "Anyone you want." But I could not help from asking whether he was not to have some rest and vacation. "It seems," he said, "that the matter is one of some urgency." Not a word of complaint against fate or superiors—he just set about quietly to do his duty. But this time I knew where his heart lay; and I knew he felt keen disappointment, even though he would never voice it.

Finally, sometime before he entered the hospital on his last illness, I stood with him as there was presented to the Government, in his honor, a portrait of this unusual man. He was one of the three or four men whom, in positions of great responsibility, I have rated—in my own mind—as the most distinguished in character, ability, and leadership. At that simple ceremony I found myself wishing that he could have understood how much he had meant to America,
how much his fellow citizens appreciated the vision that impelled him, in the late thirties and early forties, to labor so hard to prepare the nation for the probability of its entry into the war and against pacifistic tendencies that almost defeated the draft law. I thought of his moral courage, calmness, and wisdom after the war began in directing the mobilization and world-wide deployment of great armies and air forces — of the readiness and selflessness he displayed in forsaking all his own cherished plans as he undertook new and onerous duties in the afternoon of his life. These and a myriad of other things, I prayed that he might fully understand. But his modesty would have rejected any effort of others to tell him.

Now the documents telling of his life and time are being collected, edited, and made ready for historical use. They will tell to future generations what those of us who were privileged to serve with him have long known: Here was truly a great man!

GENERAL BRADLEY:

FEW PEOPLE SERVED more intimately with General Marshall than Mr. Robert Lovett. As Assistant Secretary of War for Air during World War II, he frequently consulted with General Marshall, the Chief of Staff. Shortly after General Marshall became Secretary of State, he picked Mr. Lovett as his Deputy. Again, in 1950 when he became Secretary of Defense, General Marshall called on Mr. Lovett. On leaving that post in 1951, he recommended Robert Lovett as his successor. Mr. Lovett received the first Marshall Award given by the Association of the United States Army four years ago. Since 1917, he has served as Chairman of the Advisory Board of the Marshall Foundation, aiding us in our various fund drives. Mr. Lovett will express the thanks of the Foundation to those who have helped with the funds-raising drives and will give you some personal observations on the man whose work we are memorializing.

MR. LOVETT:

THIS IS A DAY FOR GIVING thanks — and it is my pleasant assignment to make general acknowledgment of our debt of gratitude for the encouragement and support given us so generously by so many. We have a great deal for which to be thankful: for the unique tribute paid to General Marshall by the presence today of our most distinguished guests; for the generosity of the Common-wealth of Virginia and the helpfulness of its citizens under the leadership of the Virginia Committee; for the Virginia Military Institute and its graduates who have kept alive the ancient virtues of loyalty to ideals and of patriotism; to those organizations and individuals across the country who have by their efforts and contributions made the Foundation and this building possible. And, above all, this is a day for giving thanks to a divine providence for the noble man whose name this library proudly bears.

It was here at Virginia Military Institute that General Marshall's natural gifts were refined by discipline and nourished by learning; it was here that he first came under the full influence of the traditions of the past, which are handed down from person generation to generation, of duty, honor, loyalty, and dedication to the service of one's country. And it was here that his thoughts turned in gratitude and remembrance at the summit of his career. It seems fitting and proper, therefore, that his priceless wartime documents, his personal papers, and his memorabilia should rest here at Lexington.

It has been our hope to make this research library an effective instrument in the process by which the lessons and the great unchanging virtues of the past are handed on as a legacy to the future in an age when the lure of instant coffee, powdered soup and automation makes us forget Dr. Vannevar Bush's warning that "men can do without machines but machines cannot do without men." We have tried to embody in the goals of the Foundation and Library the sense of service and self-restraint General Marshall's whole career exemplified, and today we take the first modest step toward the attainment of our aims.

We are deeply grateful for the strong backing of four presidents, Mr. Truman, General Eisenhower, Mr. Kennedy and President Johnson, and for the authorizations they gave to permit access to official documents for our research. As a consequence the General Services Administrator, the National Archives and the Department of State and Department of the Army Records and Historical Sections have also been most cooperative. They have done what they properly could to help, but there is a point beyond which they cannot go since legislative authority given the National Archives permitting the Federal Government to accept from donors and operate Presidential Libraries does not, of course, extend to institutions of this type. Accordingly, the George Marshall Research Library remains a private organization, and the Foundation must continue to provide funds for the completion of the furnishing of this building, the filling out

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of its collection of documents and books, and the continued maintenance of the building and its research program.

On behalf of the Foundation, I thank most warmly all of you here and in other parts of the country who have helped to erect this building and to support our research activities. We are especially indebted to the Virginia Committee headed by former Governor Battle and to General Shell of the Virginia Military Institute for his own help and for sharing temporarily Mr. Joseph Neikirk with us. While our task is far from finished, we hope our helpful friends take some comfort from the thought that we have now made a start and are under way.

Today, being a time for giving heartfelt thanks, is also a time for remembrance — another emotion from the heart. With the passage of time, my memories of General Marshall remain as clear and bright and as much an influence as though I had just left his room. My feeling of admiration, respect, and affection for him and my gratitude for the privilege of working under his leadership are stronger than ever. Undoubtedly, these feelings unconsciously grew at first from observing at close range the public virtues of General Marshall — the great soldier and wise leader. These virtues have been extolled in almost unmatched eloquence by the great of every country. But, in retrospect, I think my feelings flourished most bountifully through seeing daily — under all manner of difficult circumstances — the essential characteristics and personal traits of George Catlett Marshall — a magnificent human being.

His compelling sense of duty, his loyalty to his commander in chief, his sincere concern for others were obvious to all. His unshaken integrity and his fearless acceptance of the consequences of a course of action that he felt in duty bound to take were elements of character referred to by many writers. Yet my memories of this remarkable man return repeatedly to those qualities and talents less frequently explored by the press or exposed to the casual observer.

These were the traits that the British members of the Combined Chiefs of Staff discerned and had in mind in their farewell message — a document almost without parallel — on General Marshall's retirement as Chief of Staff in November, 1945. After paying glowing tribute to his greatness as a soldier and, in their words, "as architect and builder of the finest and most powerful army in American history," they went on to write: "Always you have honored us by your frankness, charmed us by your courtesy, and inspired us by your singleness of purpose and your selfless devotion to our common cause." These are words from fighting men and are not to be found in textbooks on protocol.

I was happily aware that his greatness was indeed enriched by rare personal traits. I noted that he had reverence for the great traditions of the past yet felt no fear of change or of the future. He was a man of extraordinary compassion, of most sensitive and discriminating instinct, and was completely without affectation. There was an air of natural elegance about him which was unassuming and a quality which Dean Acheson correctly identified when he wrote: "The moment he entered a room, everyone in it felt his presence. It was a striking and communicated force."

Until the day I die I will never cease to marvel how, under almost unbelievable pressures and strain, General Marshall remained steadfast and unchanging — a warm-hearted, considerate, generous, and modest man who reached the heights of greatness without losing his sense of being, first and always, a private citizen in the service of his country.

GENERAL BRADLEY:

As you can see from the tributes of all who have spoken today, General Marshall needs no special memorial or monument to remind our people of the work he did as Chief of Staff to build and equip the Army that fought for our freedom, or of his work as Secretary of State and Secretary of Defense in helping to contain the forces of our enemies. But the preservation of his papers and the examination of his contributions are necessary to the proper understanding of what is solid and best in ourselves. General Marshall's strength came from his qualities of integrity and steadfastness that were based on the best traditions of this country. His honesty and resolution sustained us in time of danger and set an example to which we can turn with confidence.

Through the assistance of many friends and admirers of General Marshall we have attained the first phase of our work in the completion of this fine building. By virtue of the authority vested in me as President of the George C. Marshall Research Foundation, I now formally entrust the direction of the George C. Marshall Research Library to Dr. Forrest C. Pogue.

For nearly eight years Dr. Pogue has carried on an extensive interview program that included General Marshall and nearly 300
of his associates here and abroad. He has directed a program of collecting and indexing the papers of the General and has written the first of three volumes of an authorized biography of General Marshall.

His scholarly attainments, fortified by wide experience, give promise of important and lasting accomplishments, and I wish for him and his staff the greatest success.

DR. POGUE:

I WISH TO EXPRESS my deep appreciation to you and members of the Marshall Foundation for entrusting me with the direction of the George C. Marshall Research Library. I pledge to you and the Directors my best efforts and those of the Librarian-Archivist, Miss Eugenia Lejeune, and the Chief Administrative Assistant and Curator of the museum, Mr. Royster Lyle, Jr., and all the other members of the staff. Many people whose names you will see in the dedication program have worked together to raise the funds, make the plans, erect this beautiful building, and to design and build the exhibits.

We have prepared here in Lexington, where General Marshall was trained as a student and cadet, a depository for his papers and souvenirs which should serve as an inspiration for all who may visit the exhibits and the Library. The story of every great man’s life contains lessons for his contemporaries and for future generations. General Marshall’s was no exception. Inside the museum you will find in photographs and in his own souvenirs vivid reminders of the fact that while he was born in an America that was still provincial in its outlook and isolated from the affairs of Europe and Asia, he later commanded a military force that was sent to every corner of the globe. As a soldier turned statesman, he played a leading role in challenging the forces of communism and in strengthening western unity. The material we shall gather here will shed light on eighty years of our history. It will tell the story of a great soldier who was able both to uphold the dignity of his profession and still keep the proper balance between civilian and military control. It will provide a fit memorial to a man whose constant thought was service to his country.

In the unfolding of our program, the Marshall Research Library will need the assistance of the various universities and colleges in this area. Our dependence on the Virginia Military Institute and the Washington and Lee University goes without saying and we shall also need the help of the University of Virginia and many other institutions within easy reach of our doors. There will be some delay before we can have the Research Library in full operation, but we shall seek the aid of various neighboring institutions in beginning our program.

For some years we shall direct our efforts to collecting material devoted to General Marshall and his times, but we shall not confine the program of the Library solely to the personal story of the General. To provide a living memorial, we must use his experience as a point of departure for new studies of contemporary problems of war and peace. We expect not only to bring together under one roof the chief materials needed to understand General Marshall and his career, but shall continue to explore those diplomatic and political problems that prove increasingly baffling in a complex world.

May the same spirit that activated the life-long efforts of General Marshall guide us in our work here.

GENERAL BRADLEY:

LADIES AND GENTLEMEN, the President of the United States.

PRESIDENT JOHNSON:

THE DEDICATION OF A LIBRARY in General Marshall’s memory is an event of sufficient importance to require our full attention today. But just for a moment, I would like to turn to consideration of a pressing, immediate local problem. I understand that a number of young men at VMI are, as the rule book says, undergoing punishments for transgressions against VMI rules and regulations. Although my position in the VMI chain of command may not be too clearly defined, I am asking Governor Harrison of Virginia to direct the Superintendent, General Shell, to grant them general amnesty to include penalty tours, confinement, and, as an additional present, forgive them for their demerits for the past couple of months.

I am very pleased that so many cadets are here today. I find it quite difficult to choose from them the man who will be the next Stonewall Jackson or George Marshall.
You probably have the same difficulty. But I remember that it
was once reported of General Marshall when he first entered VMI
that he landed in the awkward squad, and he stayed there on and on.
He could not drill. He could not march. All he could do was swear,
look uncomfortable, and be embarrassed whenever he was spoken to.
So cheer up, gentlemen, and be courteous to each of your class-
mates, no matter how unpromising he might look today. Remember,
he may be your Chief of Staff one day.

If George Marshall could see us here today, this
gathering would please him greatly, I think. Here, in tribute, are
men whom his far-seeing vision marked for far-reaching victories.

President Eisenhower, you were his most beloved and respected
protégé. It is a measure of his stature that he selected you for that
decisive command which as a soldier he must have deeply coveted.
In that judgment he and his superiors were vindicated and the
world was richly rewarded.

General Bradley, you were his cutting edge, the field commander
of more American fighting troops than any commander in any era.
On your skill rested much of his hope for victory for our cause.

Here the captains and the companions of George Marshall are in
rendezvous, and I am so proud and so honored to be at their side.
No word of mine can add to the eloquence of your presence.

The name which can command your tribute gains no luster
from what I might say. It is we and our country that are
ennobled by this ceremony. For the greatness of people can be
measured by the qualities of the men that they honor. Great as he
was, George Marshall does not stand in towering isolation. He is
part of a long line of legendary captains who were more than
instruments to be hurled against the enemy. To these men victory
in war was important. But the fruits of that victory were even more
important. They did not shrink from the blood of battle. But they
knew that blood would be spent in vain unless the survivors labored
for a country where liberty was safe in a nation of peace.

Listen to the roll of some of those great names, warriors in war
and apostles in peace, names which ring across the centuries of our
history with that single theme: George Washington, Andrew
Jackson, Robert E. Lee, Douglas MacArthur, George Marshall, Omar
Bradley, Dwight David Eisenhower.

Many men have, as these men had, the qualities of greatness.
But it is fortune’s hazard whether character can join with circum-
stance to produce great deeds. For George Marshall the tragedy of
war gave scope for his soldier’s art. The trials of a restless peace gave
shape to his statesman’s skill. He was picked for supreme command,
over many of his seniors, by a man of great vision, Franklin D.
Roosevelt. When he had helped guide us to victory, he knew that
peace, like victory, would go not just to the righteous but to the
skillful, not just to the free but to the brave. He followed Harry
Truman’s wise reminder that “Peace is not a reward that comes
automatically to those who cherish it. It must be pursued, unceasingly
and unswervingly by every means at our command.”

To this end, under President Truman’s direction, he proposed
the Marshall Plan. We know how much our freedom, and the
freedom of all Western Europe, owes to that single stroke. But that
vision did not stop where Soviet conquest began. To General Marshall,
permanent peace depended upon rebuilding all European civilization
within its historic boundaries. The Iron Curtain rang down upon
that hope.

But the correctness of his conviction has not changed. Today we
work to carry on the vision of the Marshall Plan. First, to strengthen
the ability of every European people to select and shape its own
society. Second, to bring every European nation closer to its neigh-
bors in the relationships of peace. This will not be achieved by
sudden settlement or by dramatic deed. But the nations of Eastern
Europe are beginning to reassert their own identity. There is no
longer a single Iron Curtain. There are many. Each differs in
strength and thickness — in the light that can pass through it, and
the hopes that can prosper behind it.

We do not know when all European nations will become part of a
single civilization. But as President Eisenhower said in 1953: “This
we do know: A world that begins to witness the rebirth of trust
among nations can find its way to peace that is neither partial
nor punitive.”

We will continue to build bridges across the gulf which has
divided us from Eastern Europe. They will be bridges of increased
trade, of ideas, of visitors, and of humanitarian aid. We do this for
four reasons: First, to open new relationships to countries seeking
increased independence yet unable to risk isolation. Second, to open
the minds of a new generation to the values and the visions of the
Western civilization from which they come and to which they belong.
Third, to give freer play to the powerful forces of legitimate national
pride — the strongest barrier to the ambition of any country to
dominate another. Fourth, to demonstrate that identity of interest and the prospects of progress for Eastern Europe lie in a wider relationship with the West.

We go forward within the framework of our unalterable commitment to the defense of Europe and to the reunification of Germany. But under the leadership of President Truman and President Eisenhower, and our late beloved President Kennedy, America and Western Europe have achieved the strength and self confidence to follow a course based on hope rather than hostility, based on opportunity rather than fear. And it is also our belief that wise and skillful development of relationships with the nations of Eastern Europe can speed the day when Germany will be reunited.

We are pledged to use every peaceful means to work with friends and allies so that all of Europe may be joined in a shared society of freedom. In this way I predict the years to come will see us draw closer to General Marshall's bold design than at any time since he stood at Harvard and began to reshape the world.

It is a great man who can guide the course of a great nation long after he has left the scene. The men around me today on this platform are such men. General Marshall was another. We honor him not only for what he did but for what he was. Had he lived unknown and unsung, his character would have illuminated the lives of all who knew him. He was among the noblest Americans of them all. Not only a soldier, not only a great statesman, he was first and foremost a great man.

This institution is here to produce such men. And so it is quite appropriate that the George C. Marshall Research Library is located here, among these cadets. Before the battle of Chancellorsville, Stonewall Jackson said, "The men of Virginia Military Institute will be heard from today." Throughout our history, your long, glorious history, when the day was in doubt and freedom seemed to falter, the voice of VMI has always helped lead our nation to victory.

The qualities forged here and by your graduates of a hundred battle grounds are the hard fiber of this Nation's national strength. You and I are in the same service, the service of a Nation for which we are prepared to die but for which we wish to live.

I welcome you to that service. I will go back to my tasks with a heart knowing, as did my predecessors, that the men of VMI are at my side in the service of our country.

CHAPLAIN MILLER: Benediction