



THE
GEORGE C. MARSHALL
FOUNDATION

THE STRATEGIST

Spring 2014

The Newsletter of the George C. Marshall Foundation



Dr. Rob Havers delivered keynote remarks at the 50th anniversary celebration.

FOUNDATION NAMES NEW PRESIDENT

Following an extensive national search, Dr. Rob Havers has been selected President of the George C. Marshall Foundation. He had been the Executive Director of The National Churchill Museum and Vice President for the Churchill Institute at Westminster College, located in Fulton, Missouri.

Introduced to the community after just 19 days in his new post, when he substituted for former Secretary of the Army John O. Marsh at the 50th anniversary celebration, Dr. Havers said during his keynote remarks, “We must build further, to take on a more dynamic role to ensure not only that Marshall’s record remains but that the knowledge of, and understanding of, that record grows with each passing year, not diminishes. We must do that because if ever there was a need for the self-effacing courage and integrity of a man like George C. Marshall, it is today in the 21st century when his qualities are seemingly rare indeed.

“It is the solemn duty of the George C. Marshall Foundation to ensure that Americans have the chance to know George C. Marshall, to bring his achievements to life in perpetuity, because that story must be told in new ways, to new generations. Marshall himself said: ‘It is hard to believe that a man familiar with the history of the centuries could fail to guide his course somewhat by the lessons of the past.’ He was right when he said it. He is right today, and he will be right tomorrow. So with one eye on what has

been, we look ahead to what will be. If Marshall is no longer the household name he once was, now, with new technology and new ideas, we can take his example far and wide.”

As executive director for ten years, Dr. Havers built an international following for The Churchill Museum. The Churchill Museum includes a museum, archives and a research library, all similar components to the structure of the Marshall Foundation.

He had previously served as Fulbright-Robertson visiting professor of British History at Westminster College and as a professor of War Studies at Sandhurst and taught at the London School of Economics and Political Science and Cambridge.

An accomplished scholar, author and public speaker, Dr. Havers graduated from Queen Mary College, Univ. of London with a bachelor’s degree in history and politics; the London School of Economics and Political Science with a master’s degree in later modern British history and Pembroke College of Univ. of Cambridge with a Ph.D.

He is the author of several articles and books. His doctoral thesis, “Reassessing the Japanese POW Experience: The Changi POW Camp, 1942-45,” was published as a book in 2003 and subsequently re-issued as a paperback in 2013. Dr. Havers and his wife, Alana Abbott, have two daughters, Alice and Olivia.

INSIDE: LEADERSHIP, 50TH ANNIVERSARY, MARSHALL AND MORE

FROM THE PRESIDENT



Dr. Rob Havers

Warm greetings from Lexington, Virginia, and welcome to the spring/summer edition of *The Strategist*, the newsletter of the George C. Marshall Foundation.

I'm delighted to be writing this piece, my first as President of this illustrious institution. In this edition of *The Strategist* you will find much of interest; an exposition of the our Army ROTC Seminar that brings the best ROTC cadets to Lexington to learn from an unparalleled array of the best civilian and military leaders; a full description of the events to commemorate the 50th Anniversary of the Marshall Foundation's facility here on the post of VMI. We are also delighted to print again the words of Dr. Larry Bland, the original editor of the Marshall papers as he talks about Marshall the man. These words, written in 2003, are as instructive and as resonant now as they were then. There is much to learn from history, as Marshall himself well knew. Those lessons, learned and put into firm practice by Marshall himself, are there for us today.

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We are fortunate, indeed, however, that Marshall's own life provides such a clear template to think about when we look around us in the present and even more, as we look to make sense of what will be the future.

With the excitement of the 50th Anniversary celebrations behind us we now look toward the next 50 years of the Marshall Foundation. What will they look like? The completion, in the spring of 2015, of the final volume of the Marshall papers means that the original aim of the Foundation will have been completed. Marshall's papers will stand, in perpetuity, as the record of his life and times. However, the next 50 years will be years when the legacy and the memory of Marshall will not be self-evident. During that time period Marshall will move beyond living memory and become a figure of history. It is to this consideration that the Foundation will devote its efforts; to ensuring that what he did is known now and into the future and the lessons of his life are learned and applied by new generations. This is a new challenge and a substantial one. If however, the legacy and memory of Marshall are to be reserved, and we can all agree that they should be, then this challenge must be embraced. If the George C. Marshall Foundation does not perpetuate the Marshall legacy, then who will? It is to this endeavor that I and the Foundation are committed. I look forward to working with you our friends and supporters to make this a reality.



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FOUNDATION NEWS



Visit this fascinating exhibit at www.google.com/culturalinstitute/exhibit/d-day/QQd7Y5F1

Foundation Launches a Second Google Cultural Exhibit

A new online exhibit for Google Cultural Institute, D-Day, presents a picture of the planning, training, execution and aftermath of the invasion of Allied forces on the beaches of Normandy, France, 70 years ago in June 1944. Much of this material has not been seen since then.

Primary sources such as maps, top secret documents, photos, telegram communications and a French newspaper are used to tell the story about what happened those unforgettable days in 1944. The material used in the display was donated to the Marshall Foundation by George M. Elsey, who was director of the White House Map Room during World War II.

Most of his collection pertains to the D-Day landings in Normandy and includes telegrams from Allied commanders, reports and charts regarding Allied and German preparations, and joint press statements issued by Franklin Roosevelt and Winston Churchill.

In honor of the 70th anniversary of D-Day, parts of this collection have been digitized and are being presented as an exhibit with the Google Cultural Institute. The Google Cultural Institute uses technology to display art, archives, heritage sites and other material for people to explore online. The site currently supports nearly 460 collections from 54 different countries.

This display produced by the Marshall Foundation joins another on the Marshall Plan at <http://goo.gl/HdJWRt>.

News in Brief

The new Foundation Web site complete with a searchable data base for the collections, both digital and hard copy, has gone live.

The first edition of the 200-page *The Words of George C. Marshall* book is available through the Museum Shop. It contains 170 timeless quotes from George C. Marshall organized into 17 chapters.

NHPRC (National Historic Preservation and Records Commission) has provided funding for the Marshall Papers project for 2014-15. The Papers are expected to be completed by April 2015.

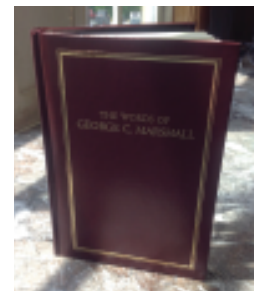
The Society for Military History and the Marshall Foundation have awarded a new prize For the Use of Digital Technology in Teaching Military History to Donald P. Wright, General Editor, Combined Studies Institute Press for *Vanguard of Valor: Small Unit Actions in Afghanistan*.

William Friedman was one of the more interesting characters involved in Allied efforts to win World War II. As an American cryptographer, he helped break enemy top secret codes, including the Japanese Purple code, and achieve a strategic advantage. He and his wife Elizebeth were two of the leading code breakers of the 20th century. Their papers reside in the Friedman collection at the Marshall Foundation. The Foundation has produced a four-part series of short documentary videos (available on our Web site) about Friedman and some of the interesting aspects of his work, the Shakespeare Ciphers and the American Black Chamber, among them.

Cara Cook Sonnier has joined the staff as digital content librarian with responsibilities for library research support, the Foundation Web site and social media.



The new Foundation Web site is live for researchers and visitors.



The Words of George C. Marshall is available in the Museum Shop.

LEADERSHIP PROGRAMS

Sonny Busa (right) led the roundtable discussion of "Pakistan: Friend or Foe?"



GEN David G. Perkins



LTG Patricia D. Horoho



BG Peggy C. Combs



CSM Edward Mitchell



Army ROTC Award Winners Prepare to Lead

Not all the 2014 Marshall Army ROTC Award winners had the opportunity to attend the annual national security and leadership event held in Lexington in April. But those who did, 170 top cadets from units located throughout the United States, received an education unlike any other. They heard from senior Army leadership and attended small group sessions on national security issues that were moderated by subject matter experts.

As a result of federal budget cutbacks about 100 of the 270 Marshall Award winners stayed with their units while the remainder traveled to Lexington for two and one-half days of expert-led discussions, presentations by Army leaders, and plenty of opportunity to make new friends.

From Seminar Chairman Gen. Richard A. Cody's opening remarks to Gen. David G. Perkins' closing session and frequently in between, the cadets heard they are about to lead an Army that's in transition. This period of transition will be marked initially by a drawdown of active forces and budget reductions to match. That message led to discussion of how the Army prepares for a changing world, how it now transitions to a smaller force, and how this planning will affect these soon-to-be-commissioned officers who represent the best from Army ROTC detachments across the United States.

Army Chief of Staff Gen. Raymond T. Odierno told the cadets, "You will have an opportunity to lead under very complex and complicated conditions. It's becoming more complex." He said as

decision making becomes more decentralized, young leaders will need to be better prepared. "We're in a dynamic time with a dynamic army," he said, referring to downsizing to an army of 490,000 or less by the end 2015

He encouraged the Award winners to follow four basic leadership principles: building and maintaining trust; becoming professionally and morally competent; maintaining commitment to the unit, the mission and the institution and becoming that leader whose character is impeccable. "You do those things and you will be a good leader."

As new soon-to-be platoon leaders, the cadets were challenged to lead combat-hardened troops. Gen. Cody encouraged them to find strength. "On the worst day of your unit, you need to be a great leader. We know you will be a good leader. But on the worst day, we need you to be great," he said. Army Training and Doctrine Commander Gen. David Perkins urged the cadets to provide leadership their soldiers will admire. He said that's the difference between being a skilled soldier and a leader. "Ask yourself," he said, "What have you done for others lately?"

Cadets found the roundtable discussions be challenging as well. "Pakistan: Friend or Foe?" Roundtable leader Sonny Busa asked cadets to name the five foreign policy challenges the U.S. faces today. The cadets rattled off nuclear weapons, Russia, Syria, China, Afghanistan, Iran, global terrorism, but not one named Pakistan. "The Pakistanis are the lynchpin to understanding foreign policy challenges. You cannot talk about these others



issues without talking about Pakistan,” he said.

Busa reported that two-thirds of Pakistanis have a negative view of the US, and 90% say the U.S. wants to destroy Islam. “When U.S.-educated Muslims believe the attacks on 9/11 were a U.S. conspiracy to attack the Muslim world, that’s the scary part.”

Busa took the cadets through various scenarios in which Pakistan will continue to be front and center. In each, including current conflicts in the Middle East, Pakistan occupies important strategic ground and influence. “The real problem has been Pakistan all along,” he concluded.

This was the 37th annual seminar held in Lexington. It was hosted by the Marshall Foundation for Army Cadet Command. New Cadet Command Commanding General BG Peggy C. Combs took this opportunity to meet with the award winners. Gen. Richard A. Cody, USA (Ret.), former Army Vice Chief of Staff and a member of the Foundation’s Board of Trustees, served as seminar chairman.

Photos and video coverage of the plenary session addresses plus other information about the 2014 seminar are available at www.marshallarmyrotc.org.

Thinking Strategically Like Marshall: Roundtable Topics and Leaders

Pakistan: Friend or Foe?

Sonny Busa, former US Department of State and visiting professor, US Military Academy

Rising China: Resource Competition and Territorial Disputes

Scot Hagan, Chief Korea, South and Southeast Asia Branch, Asia/America Division, National Ground Intelligence Center

OEf’s Cross Cultural Challenges: Afghanistan– Coalition, Local Politics and Society

Colonel John Bessler, USA, Director, Future Operations, HQ TRADOC

The Korean Peninsula—Ending Six Decades of Conflict

Steve Rundle, Senior Intelligence Analyst, Asia/America Division, National Ground Intelligence Center

The Profession of Arms

Captain James Campbell, USN (Ret), Distinguished Military Professor for Character Education, Stockdale Center, US Naval Academy

Jointness and Beyond: The JIIM-Plus Environment

Major Jason Howk, USA, Program Manager, Leadership and Professional Development, US Department of Defense

A Nuclear Iran? Changing Alliances in the Middle East

Tom King, Chief, Persian Gulf Analysis, INR/NESA, US Department of State

Cyber Warfare: Intelligence and Security

Brigadier General Jeffrey G. Smith, Jr., USA (Ret), Former Deputy Commanding General for Proponency, US Army Cyber Command

Battle of Roberts Ridge—Operation Anaconda, Afghanistan

Lieutenant Colonel Paul Barron, USMC (Ret), Director of Library and Archives, George C. Marshall Foundation and Major Jim Cook, USA (Ret), Director of Admissions and Student Services, College of Osteopathic Medicine, Liberty University



GEN (Ret.) Richard A. Cody
Seminar Chairman

Army Chief of Staff GEN Raymond Odierno (*left*) challenged the cadets to lead under difficult circumstances.

GEN Odierno will receive the **Andrew J. Goodpaster Award** from the Marshall Foundation at a luncheon event in Washington, DC in **October**. Mark your calendars now and check our Web site for details to come soon.

Upcoming Leadership Education Programs

July 13
Leadership Education program on “Transformational Leadership” for the National Association of Counties, New Orleans

Sept 29–Oct 1
Begin Leadership Education program on “Strategic Leadership” for the Federal Executive Institute, Charlottesville

50TH ANNIVERSARY CELEBRATION

Guests gathered in the Marshall Hall lobby (*below*) before remarks in Gillis Theater to remember that day in May 1964 when President Lyndon B. Johnson and General Omar Bradley, president of the Marshall Foundation, and other dignitaries (*far right*) walked out the front door of the new Marshall Library to dedicate the building in General Marshall's memory. Foundation Board Chair Jay Adams (*below*) opened the 50th anniversary proceedings.



50th Anniversary Celebrates the Past, Anticipates a Dynamic Future

The idea for the Marshall Research Library was conceived from the admiration President Harry Truman held for George C. Marshall. Truman called Marshall "the great one of the age."

Truman's directive setting into motion the formation of the Marshall Foundation in 1953, and the funding, building and opening of the Marshall Research Library in 1964 created a fitting remembrance for a man for whom humility and selflessness were part of his unimpeachable character.



Events on June 5, 2014, recalled that day in 1964 when President Lyndon B. Johnson, former President Dwight D. Eisenhower and Gen. Omar Bradley, then president of the Marshall Foundation, paid tribute to the man for whom the Library was being dedicated. They knew Marshall's life and the significant events of the first half of the 20th century in which he participated as a leader and global strategist—the First World War, the Second World War, the Korean War and the Cold War that followed, among other events—would be studied forever.

Speaking to an audience of about 250 assembled in Marshall Hall, Foundation President Rob Havers said, "The esteem that Marshall commanded across the world, across this nation and across the political aisle...there can be few men indeed in the history of this great nation who command such respect. Far fewer still who do so without the office of president on their resume to bolster that memory. In the same moment, however, we look back and savor that day



in 1964, recall those vivid memories and consider all that has been achieved in those 50 years."

Looking ahead, Dr. Havers said, "But what Marshall himself would not do, the George C. Marshall Foundation is on the cusp of doing. In April of 2015, less than a year away, the final volume of the papers of George C. Marshall will be complete and with that the permanency of the record of Marshall will be assured. We will continue to be the guardian and repository of that record and the facilitator and enabler of its interpretation. The fact that requests to use our collections grow year on year is testimony to the enduring fascination that Marshall holds for historians and scholars from across the globe.

"We must, however, as an institution build further, to take on a more dynamic role to ensure not only that Marshall's record remains but that the knowledge of, and understanding of, that record grow with each passing year, not diminishes. We must do that because if ever there was a need for the self-



Dr. Rob Havers delivers remarks as Jay Adams observes. Gen J. H. Binford Peay, III, VMI superintendent (*lower left*), shares a light moment with Carolyn Worrell and Ran Hamner. J. Stewart Bryan, of the Foundation Board (*left*), and Frank Louthan, of the Foundation Council of Advisors, exchange ideas. Debbie Barron, of the Foundation staff, (*bottom*) greets Major Jason Howk, USA.



effacing courage and integrity of a man like George C. Marshall, it is today in the 21st century when his qualities are seemingly rare indeed,” he said.

Foundation Board Chair Jay Adams opened the proceedings by announcing the featured speaker, former Secretary of the Army John O. Marsh, had been hospitalized. Dr. Havers proved a capable and timely replacement. The opportunity gave him, then 19 days into his new position, significant exposure to the community. Following Dr. Havers’ remarks, the group moved to a reception at the Marshall Foundation. A dinner for members of the Board of Trustees and their guests concluded the day.

Chairman Adams presided over the Board dinner for about 100 guests. Board members



The first printing of *The Words of George C. Marshall* contains 170 timeless quotes from his many letters, speeches and public appearances organized into 17 chapters. This special, 200-page volume is available from our Museum Shop, in person or online at www.marshallfoundation.org/newwebstore.

50TH ANNIVERSARY CELEBRATION

The Board of Trustees and guests dined in Moody Hall (right) where Clifford Miller Yonce (top below) and James J. Winn, Jr., talked about their grandfathers, J. Clifford Miller, Jr. and General George C. Marshall.



Clifford Miller Yonce and James J. Winn, Jr. talked about their grandfathers. Cliff Yonce said his grandfather, J. Clifford Miller, Jr., was devoted to General Marshall and committed to supporting the Foundation during its early days. Mr. Miller, who was an original member and officer of the Board of Trustees, donated the spectacular wood work in the Lovett Reading Room of the Marshall Library. Cliff Yonce remarked that his grandfather often mentioned how he considered the Foundation and its staff to be “family.”

Guests walked from Marshall Hall to the reception in the Marshall Library and Museum where Dr. Rob Havers (below) met many new friends.

Jim Winn, whose step-grandfather was none other than General Marshall reminisced about those days as a boy he spent in the company of General Marshall. He told several stories about the ways in which the publicly stern General Marshall related to him as a kind and caring grandfather and a teacher. He concluded with an observation: General Marshall whose greatness in the pantheon of leaders was assured by his strategic command of World War II rose to new heights even he could not have imagined when he served as secretary of state and introduced what we know today as the Marshall Plan.

Jay Adams thanked the Miller family, several of whom attended the activities of the day, for its support through the Miller Family Fund of the 50th anniversary events.

To see more photos and the video of the remarks in Gillis Theater, go to our web site www.marshallfoundation.org.





Guests mingled on the Moody Hall veranda (*left*) before dinner. BGen. Jeffrey G. Smith, Jr., USA (Ret.) and Col. James Inman, USA (Ret.), of the VMI faculty and administration, talk at the reception in the Marshall Museum that featured a 50th anniversary exhibit in the lower lobby (*below center and below far left*).



Congressman Bob Goodlatte (*far left*) talks with Dr. Havers in the Marshall Library.



Members of the Miller family shown left to right below: S. McClay Yonce III, S. McClay Yonce, Jr., Lizora Yonce, Cliff Yonce and Cliff Miller.



ABOUT GEORGE C. MARSHALL



The late Dr. Larry Bland, former editor of the Marshall Papers, historian and expert on the life and career of George C. Marshall, wrote the following commentary in 2003, on the occasion of the 50th anniversary of the establishment of the Marshall Foundation. We share it now on the occasion of the 50th anniversary of the opening of the Marshall Library, one of the Foundation's irreplaceable assets, as a reminder of the timeless value of Marshall's legacy

Marshall Set the Standard for Role Models

Heroes are much talked about nowadays. When the number of heroes reaches a large enough number—which happened swiftly on 9/11—the media declaimers switch to talking about heroism and books get written on why Americans (particularly school children) need to have, and be instructed in, heroes. Soon colleges will be teaching courses in, and opening centers for, the study and promulgation of heroism.

This sort of thing happens periodically. As a society we still are working on promulgating “ethics” as a result of the various business scandals of the past decade. Before that, in the 1980s and early 1990s, “leadership” was in vogue, with whole forests of trees giving their lives for books on the subject and hundreds of college-sponsored institutes created to profit by the public's concern. Much of this cultural trendiness is harmless enough, and sometimes, one hopes, it even does some lasting good—consider the “ecology” and “feminism” efforts that hit critical mass in the 1960s.

Let us hope that the good work on heroes continues. The George C. Marshall Foundation, my institution, has been ahead of the curve on heroism, because we have long insisted that Marshall was a person who could and ought to be a role model for leaders.

Marshall is most thoroughly identified in Americans' minds with the compassion and foresight demonstrated by the Marshall Plan between 1948 and 1951. If requests to the Marshall Foundation for information on the program are any indication, the Iraq war has caused a new bloom in hopes that “a Marshall Plan for [name of current problem]” is an idea whose time has come—yet again. Unfortunately, the specific conditions in postwar Western Europe that made for a successful program of U.S. aid are unlikely ever to be remotely emulated. Moreover, Americans of late have demonstrated a reluctance to fund expensive foreign-aid packages. Consequently, the Marshall Plan is not a very good role model for this nation's current foreign problems. But the program named for Marshall was particularly successful in its time and place, and the career soldier was awarded the Nobel Prize for Peace in 1953 mainly for his work on the Marshall Plan. That alone qualifies the general as a hero and role model.

Marshall could be the patron saint of late bloomers. At age 16, he had enjoyed an unexceptional small-town childhood, but his educational

deficiencies were such that his elder brother, Stuart, a Virginia Military Institute graduate in chemistry, opposed permitting him to attend VMI lest George disgrace the family name. Overhearing his brother's comments, George immediately vowed to get even. Overcoming years of lackadaisical effort in school would require years of effort, and George began and ended his four years at the Institute (1897-1901) as a middle-rank student. Young Marshall decided to concentrate on that aspect of school where he began even with his classmates: the military. Determination, concentration, focus, and a bit of stoicism were his strong points. He tried hard and succeeded, holding the top rank available in each of his last three years. Several times in his life he would learn that he was not expected to accomplish certain things, but he would focus his attention on those things and succeed in doing them.

As a result of the Spanish-American War, which occurred in the spring of 1898, at the end of his “Rat” year at VMI, he decided on a career in the U.S. Army. He passed the Army's test, received a second lieutenant's commission, and experienced four years of the sort of backwater postings common to an Army still organized to police Indian tribes. Most people might have considered these postings boring, but for Marshall every situation was a learning experience. For example, his horsemanship at VMI was a cause of jokes among his classmates, so when posted to Manila in 1903 he determined to master the beasts. (He applied this same determination to automobiles a decade later and to the airplane in the late 1930s.) Once, one of his mounts fell on him, breaking his ankle. The normal convalescent in the pleasant Manila surroundings was content to play cards and consume alcohol. Not Marshall; he volunteered to help the Quartermaster solve his pressing postwar paperwork problems, thereby learning things that lieutenants need not know, but which those who would be colonels someday do.

The saying that luck favors the prepared mind may be a cliché, but it is often true nevertheless. Always alert to new ideas, never fearing to undertake new projects, Marshall luckily was selected to go to the Army's Infantry and Cavalry School in 1906, partly because the older officers of his infantry regiment disdained schools as of dubious value to a soldier. As he was one of the youngest and lowest-ranking students at Fort Leavenworth, Marshall's peers initially ignored him when they considered how the academic prizes might be distributed at the end of the year.



General Marshall reviews plans with members of his staff.

Marshall analyzed the school's intent and structure, as he had done previously at VMI, decided he could master the lessons, worked extremely hard, and finished at the head of his class, to the surprise of all but himself. He did it again the next year and was held over as an instructor to students senior to him in rank. His understanding of modern war exceeded that of most Army officers, and he became both colleague and teacher of the generation of staff officers who would conduct America's part in World War I. He had marked himself as a young man to watch in the U.S. Army.

One of Marshall's strengths, even as a child, was his interest in and knowledge of history. He lived in the vicinity of important events during the French and Indian War, and the famous National Road ran by his childhood home in Uniontown, Pennsylvania. He developed the habit of seeing events in a historical context rather than as one seemingly random event after another. He internalized such democratic values as civilian control of the military, the importance of a system of governmental checks and balances, and the right of citizens to fairness from their institutions. As a result, he was favorable to the National Guard at a time when most Regular Army officers denigrated Guardsmen's efforts and sought to avoid service with them. In the early 1930s, the same occurred with Marshall, the Army, and the Civilian Conservation Corps.

The attitude that something should be done because "it has always been done that way" cut no ice with Marshall. Against considerable opposition, he supported women, Japanese-Americans, and African-Americans in the military during World War II, in part on the grounds that service was the right as well as the duty of a citizen. He likewise insisted that merit-based Officer Candidate Schools be implemented rather than merely appointing college boys as lieutenants, as had happened in World War I. Airmen had been shut out of the crucial roles in the General Staff before Marshall; he brought in airmen (Frank Andrews as head of Operations and Training, for example) and undertook to train the future leaders of an independent Air Force.

He did not, as he liked to say, fight the problem but solved it. He did not denigrate or avoid the press, Chief Executive, U.S. Navy, New Deal bureaucrats, the British, or other complicating factors in the smooth running of the Army bureaucracy. To Marshall, these agencies were a legitimate part of the scene, even though he sometimes had difficulties with them. Marshall had studied the ways of large organizations and sought to reorganize those under his control for increased efficiency, not for his personal convenience or glory.

He reorganized the Infantry School at Fort Benning for vastly improved instruction (1927-32), the whole Army General Staff (1942) to conduct the war, the State Department (1947) to conduct the Cold War, and the Defense Department (1951-52) for the Korean War. He was considered so important to the conduct of World War II by the United States that he was denied command of the European Theater in 1944-45 because it would be a demotion from running the whole war, and because, as the President told him in late 1943, Roosevelt would not sleep well at night with Marshall out of Washington.

Being a hero does not necessarily mean that one must inherit certain genetic proclivities, insist on commanding a lot of media attention, or be self-serving. From rather modest beginnings, Marshall achieved fame by dedicating his life to serving the public and helping other people achieve their own goals. This is learnable behavior, and the more those in the younger generation who study it, the better off our nation will be. Personal application of those honor code values that Marshall learned at VMI—don't lie, cheat, or tolerate those who do—would certainly improve the quality of leadership at all levels in American society.

THE STRATEGIST

SPRING 2014

Foundation Names New President

Library Celebrates 50th Anniversary

Army ROTC Seminar Rolls On

The late Dr. Larry Bland on George C. Marshall

Army Chief of Staff General Raymond Odierno
to Receive Goodpaster Award in October

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