



Topics

The Newsletter of the George C. Marshall Foundation

Marshall Corridor Dedicated in July

Dedicating the Marshall Corridor at the Pentagon in July, Army Chief of Staff Gen. Martin E. Dempsey, now Chairman of the Joint Chiefs, asked the audience to consider Marshall's extraordinary leadership.

"There is no better example of the kind of leader we need today than George C. Marshall. He was a military leader and statesman... a visionary and a task master," he said. "He understood that trust was the foundation of the military profession.... George Marshall said, 'It is not enough to fight. It is the spirit which we bring to the fight that decides the issue. It is morale that wins the victory.' In dedicating the Marshall Corridor we call attention to the role of leadership and the spirit of commitment of which George C. Marshall is our finest example."

The corridor, which now includes an exhibit of panels and photographs depicting Marshall's career that are mounted on both sides of the hallway for nearly 100 yards, was opened during a ceremony highlighted by General Dempsey and Gen. Edward C. "Shy" Meyer, USA (Ret.), former Chairman of the Marshall Foundation and former Army Chief of Staff, and remarks by Brian D. Shaw, President of the Marshall Foundation.

"This is the type of event that would have made General Marshall a little uncomfortable," said Shaw. "Practically every event that called attention to Marshall made him a little uneasy. He much preferred to stay in the background and let others, particularly his soldiers, take the limelight and credit. Yet, as a lifelong student of history and a strong advocate for the study of history, particularly among young people, General Marshall would understand why this exhibition is so important in this hallowed space."

"These panels tell the story of a man whose selfless service continues to shape and influence the world today. Marshall touched and helped shape almost every event of the first half of the Twentieth Century, in which our nation took its rightful place in leading the nations of the world. Marshall's shadow remains long and his example and influence widely admired.... While none of us can ever be just like General Marshall, we can all aspire to emulate



his examples of integrity, selflessness and dedication. It is our sincere hope that this exhibition will inform and inspire generations of soldiers and leaders as they walk down this corridor to reflect on the greatness of a great man."

Shaw expressed his gratitude on behalf of the Foundation to the United States Army, particularly Rob Dalessandro and his team of historians, for preparing the exhibit. The Marshall Museum and Library staff coordinated with Dalessandro to provide material from the Marshall Foundation collections and archives for the exhibit.



Gen. Martin E. Dempsey, USA
above: One of many panels along the corridor.

left: Gen. Edward C. "Shy" Meyer, USA (Ret.), former Chairman of the Marshall Foundation and former Army Chief of Staff (left) and Gen. Dempsey cut the ribbon to open the Marshall Corridor in the Pentagon.

Other dedications this summer included renaming the U.S. Post Office in Uniontown, PA (Marshall's hometown) in General Marshall's name and opening and dedicating the U.S. Army Forces Command and U.S. Army Reserve Command Marshall Hall at Fort Bragg, NC.

from the president



Brian D. Shaw

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One of the handy internet tools we use at the Marshall Foundation is Google Alert. The concept is very simple. The user enters a Google Alert for a person, event or subject he or she wants to track. Once a day the user receives an email with links to news stories, publications, and television and radio programs where the subject has been mentioned within the last 24 hours.

We have Google Alerts set for George C. Marshall, the Marshall Plan and other Marshall-related topics. You would be surprised at the number of “hits” we receive every day. Many are for the Marshall Plan (“We need a Marshall Plan for ...” fill in the blank), but increasingly Marshall is showing up in stories and programs about leadership, selfless service, candor and integrity.

As I write this in early October, Starbucks CEO Howard Schultz has begun a public campaign to call attention to what he believes is the dysfunction of our federal government and Washington. Schultz said he has read extensively about the Marshall Plan and the Republican Congress’s opposition to Democratic President Harry Truman’s proposal. Truman and Congress were able to overcome their differences for the good of the nation and the world. Why can’t we do the same today, Schultz asks. Good question.

When General Martin E. Dempsey took over from Admiral Michael Mullen as chairman of the joint chiefs of staff, there were many news stories that cited Gen. Dempsey’s admiration and respect for Marshall. And Frederick Smith, chairman and CEO of FedEx, continues to cite Marshall as the person he most admires and seeks to emulate.



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George C. Marshall remains known to and as an ideal to leaders at the highest levels of the military, government, diplomacy and business. Leaders today are expected to develop bold visions for strategic change and to produce results that address the demands and expectations of multiple, often conflicting, constituencies. Marshall did that in spades.

From instituting organizational change to fundamentally improving the education of Army officers, Marshall faced and solved real world problems. He was the essential “servant leader,” yet he was also a visionary—“the first global strategist,” Bernard Baruch called him. He was a consummate bureaucrat whose “inside game” demonstrated vast organizational skills and exceptional political savvy.

There are those who say it is unfair to compare our leaders today to Marshall. They say the world is much different, much more complex and much more in the moment and that Marshall’s leadership style wouldn’t work.

We don’t accept that. We believe that Marshall’s values are timeless and desperately needed today. Very few of us could ever rise to the level of Marshall’s unparalleled excellence. But our leaders must try, and we should accept no less.

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as of 9/30/11

HDT Global Benefits from Marshall and Leadership Conference

Senior executives from HDT Global spent two days in Lexington in May to discuss leadership challenges germane to their operations as a vertically integrated company and lessons from Marshall's leadership portfolio that apply today.

HDT Global, headquartered in Solon, OH, manufactures expeditionary shelters, power generators and environmental control systems, command and control systems for military use, airborne delivery systems, and robotic arms and has operations in U.S., Canada and the U.K.

"Our two-day executive leadership conference on Marshall, vision, planning, leading and managing gave our senior leadership team the chance to address the key issues and opportunities we will face together as a company in the near future," said Jason Chamberlain HDT's president and CEO. "The value was in actually committing to doing it and then doing it. The result was something we could not have achieved without the direct participation of the Marshall Foundation in providing a meaningful, productive context. This was a great experience for all 16 of us and was very professionally executed," he added.

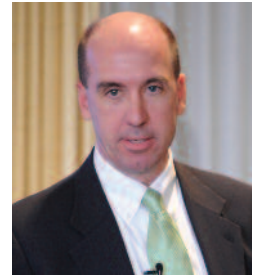
The senior management team discussed such topics as the Skills and Traits of Legacy Leadership; Co-Leadership: The Value of Power Partnerships; Leadership in an Era of Exponential Change; Leading Change: The Marshall Plan Example and Developing Followers: The Power of the Mentor.

These sessions as well as facilitated discussions each day were led by Jack Uldrich, professional speaker and the author of *Soldier, Statesman, Peacemaker: Leadership Lessons from George C. Marshall*; John

Whitlow, Ph.D., president of JHW Consulting Services, and Terry Newell, Ph.D., president of Leadership for a Responsible Society. Uldrich has presented to many Marshall and leadership classes in the past. Whitlow and Newell have been involved in the Foundation's recent seminars for the Federal Executive Institute. Marti Bissell, who is director of leadership programs at the Marshall Foundation, put together the conference with assistance from Leigh McFaddin.

HDT Global has been a supporter of the Marshall Foundation for many years and is a Corporate Partner for Leadership.

Author and speaker, Jack Uldrich returned in June to present a special four-part, one-day seminar to leaders in the greater Roanoke Valley entitled, "Transforming Leaders, Transforming Roanoke Valley: The Leadership Legacy and Model of General George C. Marshall." During the next two days he delivered talks on Marshall and leadership to packed houses at meetings of the Birmingham and Chattanooga Rotary clubs that were coordinated by Steve Chazen, of the Unus Foundation and a strong Marshall Foundation supporter.



Jack Uldrich

If your organization would like to learn more about how we can tailor a program for your leaders and managers, call Marti Bissell at 540-463-7103 or send an email to mbissell@marshallfoundation.org.

Foundation Involved in Army Junior ROTC Leadership and Academic Bowl

Nearly 300 Army JROTC cadets from 67 high schools attended the three-day 2011 U.S. Army JROTC Leadership and Academic Bowl that was held at George Mason Univ. near Washington in late June. The annual event was sponsored by the Marshall Foundation and College Options Foundation. This is the sixth consecutive year the Marshall Foundation has been an integral part of this competition for high school-aged students.

The reach of JROTC is impressive. Beginning with the first round of competition online in November 2010, more than 1,650 Army JROTC programs in every state and U.S. territory and in Department of

Defense Schools in Europe and the Pacific participated in a process that led to the "finals." The top-scoring teams were invited by U.S. Army Cadet Command to engage in the "live" championship rounds at George Mason. Marmion Academy, Aurora, IL, earned the top honors.

Because of Marshall's incomparable stature as a person of honor and his apolitical reputation, his leadership qualities of candor, selflessness, commitment, integrity and courage were one of five categories from which Bowl questions were designed. The Army JROTC curriculum is enhanced with study and application of Marshall's leadership principles.

marshall foundation award

Secretary of State Clinton Receives Marshall Foundation Award

John B. Adams, Jr., Chairman of the Marshall Foundation Board of Trustees, and former Secretary of State Madeleine K. Albright join Secretary of State Hillary Rodham Clinton on the dais for the presentation of the George C. Marshall Foundation Award.

U.S. Secretary of State Hillary Rodham Clinton received the George C. Marshall Foundation Award for 2011 at a gala dinner in Washington. She was recognized for her support of the U.S. military and its soldiers, families and veterans, for her passionate advocacy on behalf of women and children whose voices are not being heard, and for her relentless devotion to spreading the highest ideals of democracy across the globe.



Michelle Bachelet, who was called away on emergency business as Under-Secretary-General and Executive Director of UN Women delivered recorded remarks by video.

Former Secretary of State Madeleine K. Albright brought her typical wit and wisdom to the dais as the final speaker before the award presentation. Turning serious, she said in praise of Secretary Clinton, "We have a president and a secretary of state that not only care about Europe; they go to Europe; they listen to Europe... There are ample grounds for this, including the heritage we share and the values we cherish. But most pressing are the new dangers we confront and the missions we still have to complete in Afghanistan and Libya, the Balkans and defending our common trans-Atlantic home. And that's why we are so fortunate to have Hillary Clinton as secretary of state. In little more than two years she has helped President Obama to restore our country's reputation and leadership, lent fresh energy to partnerships across the globe and created a new foundation for progress on issues that range from terrorism and nuclear non-proliferation to human development and democracy.... She doesn't just make appearances, she makes connections."

After accepting the award, Secretary Clinton remarked, "I think a lot about George Marshall. I have an extraordinary sense of the character and integrity, the commitment to service that led him to perform so admirably on behalf of our country during some of the most challenging times that we have ever faced," she said.

"I've seen a lot of people in public service over my time here in Washington who would be well served—and we would be better served—if George Marshall's example were followed. I also know from the work that I have done over the last two and a half years how still contemporary the views that Marshall brought to the fore, following the Second World War, are today. He certainly spoke his mind in 1947, when he outlined the principles of what became known as the Marshall Plan. He is certainly very well remembered for one of the great foreign policy achievements of the 20th century," she said.



For more information about the event and to see photographs and a video of the remarks, go to our web site at marshallfoundation.org.



Christiane Amanpour

Gracious in receiving well wishers following opening remarks by Michael T. Strianese, who is chairman, president and CEO of L-3 Communications, and Gen. Raymond T. Odierno, who is now Army Chief of Staff, Secretary Clinton mixed with many of the guests. Christiane Amanpour, who anchors the ABC News show "This Week with Christiane Amanpour," hosted the festivities.

Following an introduction by Brian D. Shaw, Marshall Foundation President, L-3 CEO Michael Strianese said, "From the perspective of the U.S. private sector, we are particularly blessed with Secretary Clinton's leadership, imagination and plain hard work."

General Odierno said Secretary Clinton had not been afraid to face our toughest problems head on. "Over the years our military has benefitted greatly from her dedication to national service. Secretary Clinton has long been a strong advocate for our armed forces. As senator from New York and as a member of the Senate Armed Services Committee, her advocacy for a quality military and support to our families is well known," he said.



Michael Strianese

marshall foundation award

Gala dinner crowd in the National Building Museum



Gen. Raymond T. Odierno



Hon. Madeleine K. Albright

Secretary Clinton Talks about Marshall Plan, Arab Spring

U.S. Secretary of State Hillary Rodham Clinton said the demands for economic and democratic freedom manifested in the Arab Spring call for a Marshall Plan-like approach in the Middle East.

She said on the eve of the anniversary of George C. Marshall's speech at Harvard in 1947, "Now many of us think of the Marshall Plan in concrete terms, literally. The allies won the war with guts and valor, and the Marshall Plan won the peace with bricks and mortar. But there was more to the plan than constructing buildings and bridges. Marshall knew the importance of economic growth to build stability, democracy, and security, not only in Europe but everywhere."

Connecting the tenets of the enormously successful foreign policy program known as the Marshall Plan and recent populist uprisings in the Middle East and North Africa, Secretary Clinton said, "And today, as the Arab Spring unfolds...some principles of the plan apply again, especially in Egypt and Tunisia. As Marshall did in 1947, we must understand that the roots of the revolution and the problems that it sought to address are not just political but profoundly economic as well.



Secretary Clinton and Mr. Strianese enjoy a lighter moment before dinner.

"An extraordinary entrepreneurial spirit is waiting to be tapped in countries like Egypt and Tunisia. Their people have the talent and the drive to build resilient economies and enduring democracies. If we support their efforts, we can help them unlock the region's potential, rebuild their dignity, and realize their hopes. And I argue very strongly, by doing so we will advance our own security," she said.

Past recipients of the Marshall Foundation Award

2010
Frederick W. Smith
2009
Robert M. Gates
2007
John W. Warner and Lee H. Hamilton
2003
Colin Powell
2002
George H.W. Bush
1999
David Rockefeller
1997
Helmut Kohl

Joel Pett drew caricatures of many political figures as he gave a full house an insider's look at cartooning. "A caricature is not a polite drawing," he said.



Joel Pett Opens Herblock Exhibit

Joel Pett, who is a Pulitzer Prize-winning editorial cartoonist for the *Lexington Herald-Leader* in Lexington, KY, discussed his work and the work of Herblock now on display in the Marshall Museum through Dec. 17.

"Political cartoons are not intended to be funny. They should be provocative," Pett said. Then, comparing, "Cartooning today is more 'smart alecky,' a little funnier."

"Herb Block is still relevant. He was ahead of his time on many issues," Pett said, showing Herblock's cartoons dating from the 1940's through 1970's depicting many of the same issues—the environment, the energy crisis, political chicanery, poverty and welfare, and unemployment—that are so prominent today.

Herb Block produced cartoons for *The Washington Post* for more than 55 years until his death in 2001. He illustrated the national and international scene from the stock market crash of 1929 through the summer of 2001. He was the most honored cartoonist of his time.

Block won three Pulitzer prizes during his remarkable career and shared a fourth. He was the only living cartoonist whose work has been exhibited in the National Gallery of Art and the only living cartoonist to have received the Presidential Medal of Freedom. He caricatured 13 U.S. presidents from



Herbert Hoover to George W. Bush. He became the most influential and enduring political cartoonist in American history.

After a hitch in the U.S. Army during WWII, Herb Block moved to Washington and was hired as an editorial cartoonist by *The Washington Post* at the start of 1946. He remained in that position until his death. The late Katharine Graham wrote, "The extraordinary quality of Herb's eye, his insight and comments immediately stood out. The Post and Herblock are forever intertwined. If the Post is his forum, he helped create it. And he has been its shining light."

Foundation Loses Three Stalwart Volunteer Leaders

Paul W. Douglas, a former administrator of the Marshall Plan and trustee of the Marshall Foundation from 1980-95, died in September in New York City. He was 85. After service in WWII, he attended Princeton University and Leeds University in England where he studied the post-war prospects for revival of the British coal industry. He subsequently joined the post-war aid program known as the Marshall Plan. Later he participated in meetings that laid the groundwork for NATO. He began a career in corporate America in 1952 that resulted in his becoming CEO of two major minerals companies.

Former longtime Virginia state senator **Elmon T. Gray**, scion of a Virginia lumber, banking and political dynasty, died in September in Richmond at age 86. He served on the Foundation Board of Trustees

from 1976 to 2003 and was a member of the Council of Advisors at the time of his death. Mr. Gray succeeded his father, Garland, in the Virginia Senate, serving from 1971 until 1992. Elmon Gray was a Navy veteran of World War II and was graduated from Virginia Military Institute in 1946.

Jack Camp, business leader, WWII veteran and former Marshall Foundation trustee died in August in Wilmington, N.C. at age 92. Born in Wallace, N.C., Jack Camp's great-grandparents founded the paper mill in Franklin. In 1999, it was sold to International Paper, and shut down in 2010. Jack Camp grew up in Franklin, hunting quail and horseback riding. A World War II veteran who served in India, China and Burma, Jack Camp came home and worked in management at the mill before retiring in 1984.

★ in brief...

Cara Elliott, Gettysburg College, received the Larry I. Bland Marshall Undergraduate Scholars Prize for 2011 for her paper “*Manning the Observation-Post: Dwight D. Eisenhower, C. Douglas Dillon, and the Franco-American Relationship, 1953-1956.*”

A new scholars class of college seniors started earlier this fall. A summary video of the Marshall Scholars program can be seen on our web site at marshall-foundation.org/scholarship.

Trustee and distinguished career diplomat **Thomas Pickering** received the 2011 George Brown Award for international cooperation from CRDF Global.

Marshall Papers Associate Editor **Sharon Ritenour Stevens** received the Life Service Award from The Association for Documentary Editing.

Sarah L. Bowen received the 2011 **Matthew B. Ridgway Jr. Award** at Bucknell Univ. as the senior who best exemplifies the fine qualities demonstrated by Generals Marshall and Ridgway.

Four New Trustees on the Board

Shawn Boyer, Richmond, and Charles W. Payne, Jr., Fredericksburg, have joined the George C. Marshall Foundation Board of Trustees as permanent members, and Paul D. Fraim, Norfolk, and Bernard C. Grigsby, Lexington, have been appointed *ex officio*.

Shawn Boyer is founder and CEO of SnagAJob.com, the nation's largest online community of hourly workers. Boyer was named the 2008 National Small Business Person of the Year by the U.S. Small Business Administration. Before starting SnagAJob.com in 1999, he was an attorney with the law firm of Brown & Wood LLP. He is a graduate of the College of William and Mary, Washington and Lee School of Law and Georgetown Univ. Law Center.

Charles “Charlie” W. Payne, Jr. is a shareholder with the law firm of Hirschler Fleisher and is located in the firm's Fredericksburg, Virginia office. Payne is a former general counsel to the U.S. Small Business Administration and a founder and principal in The Payne Group, consultants to the federal government. He graduated Hampden-Sydney College and the Thomas M. Cooley Law School.

National Historic Publications and Records Commission (NHPRC), awarded a grant of \$44,000 for the 2011-2012 year of editing and preparing for publication volume 6 and undertaking editing of volume 7, the last volume, of *The Marshall Papers*.

Marti J. Bissell has been named director of leadership programs. **Anne Riffey-Buckner** has been named director of museum operations, and **Laura Lembas** has been named assistant director of museum operations and collections. **Seth McCormick-Goodhart** is assistant director of collections. **Debbie Barron** has been named associate director of outreach programs.

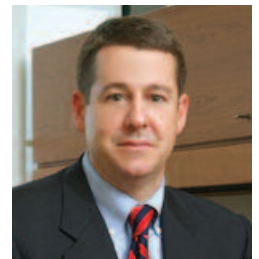
Ethan Jacob McComb, a student at Plum Point Middle School in Maryland, won a first-place medal in the National History Day competition for his project on the Marshall Plan.

Donors of \$100 or more to the Annual Fund campaign that ends December 31 will have an opportunity to receive a one-year subscription to *American Heritage*.

NHPRC
DOCUMENTING DEMOCRACY
National Historical Publications and Records Commission



Shawn Boyer



Charles W. Payne, Jr.



Paul Fraim



Bernard Grigsby

Paul Fraim is the mayor of Norfolk, Virginia. He is currently president of the Board of Visitors of the Virginia Military Institute and as such represents that body on the Marshall Foundation Board. Fraim graduated VMI in 1971. He received a master's degree from Univ. of Virginia in 1973 and a law degree from Univ. of Richmond in 1977. A member of Norfolk City Council since 1986, Fraim has served as mayor since 1994.

Bernard “Ben” Grigsby retired as vice chairman of Swiss Re Capital Management & Advisory in 2005 and remains affiliated as an independent corporate director and advisor. He moved to Lexington with his wife and son where they live part time. He was elected to the Washington and Lee Univ. Board of Trustees in 2005. A Virginia native, he graduated from W&L in 1972. He was appointed *ex officio* to represent W&L on the Marshall Foundation Board.

The Foundation has 32 members on its Board and 38 members on its Council of Advisors.

in this issue

Topics

- ★ Secretary of State Hillary Rodham Clinton receives Marshall Foundation Award
- ★ Army Chief of Staff General Martin Dempsey dedicates Marshall Corridor
- ★ Leadership programs build on success with HDT Global senior executives



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FALL 2011

Celebrating his legacy ★ Inspiring new leaders



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