



Topics

The Newsletter of the George C. Marshall Foundation

Stimson Center, Marshall Foundation Collaborate on Groundbreaking Pathways to Progress Program

Continuing its involvement in international programming, the Marshall Foundation along with the Henry L. Stimson Center have launched a multi-year, joint initiative, *Pathways to Progress: Peace, Prosperity, and Change in the Middle East*.

Pathways to Progress will involve key leaders and institutions in the Middle East in developing ground-breaking solutions and policy options that foster peace and stability, create jobs, and encourage broad-based, inclusive economic growth in the region. The program will seek to cultivate new thinking and creative solutions and will promote an active dialogue between the United States and the Arab world in which new ideas and innovative thinking flow in both directions.

The Arab uprisings over the past year and a half mark the beginning of a major transformation in the Arab world. The region's tumultuous events have led to a volatile political landscape, significant economic challenges, and evolving security threats.

Board member Olin Wethington stated, "These developments in the Middle East elevate the importance of understanding the complex dynamics propelling the change as well as the need to encourage innovative policy solutions to the daunting challenges in the region."

Secretary of State Hillary Clinton's remarks when she received the Marshall Foundation Award in June 2011 still resound. "An extraordinary entrepreneurial spirit is waiting to be tapped in countries like Egypt and Tunisia. Their people have the talent and 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.

Regional briefings and consultations in Beirut, Lebanon; Tunis, Tunisia; Amman, Jordan and Abu Dhabi, United Arab Emirates are scheduled to begin this fall and continue into 2014.



The project is part of Stimson's Middle East/Southwest Asia Program and the Marshall Foundation's ongoing initiatives in international post-conflict and post-regime change reconstruction and redevelopment. The Project Director is Mona Yacoubian, from the Stimson staff, who will consult with an advisory board.

Ambassador Thomas Pickering will chair the Pathways advisory board. Amb. Pickering is a member of the Stimson and Marshall Foundation boards. Former U.S. National Security Advisor Lt. Gen. Brent Scowcroft, USAF (Ret.) and former U.S. Assistant Secretary of the Treasury for International Affairs, Olin Wethington will also represent the Marshall Foundation on the joint board.

This is not new ground for the Marshall Foundation, which collaborated with the OECD, UNESCO, George Washington University, Jean Monnet Foundation and the U.S. Missions to France to conduct a symposium in Paris in 2007 on *The Marshall Plan: Lessons Learned for the 21st Century*. A year earlier the Foundation sponsored a session in Paris in collaboration with the OECD, UNESCO, George Washington University, and the U.S. Embassy in Paris to discuss contemporary applicability of the Marshall Plan from the European perspective. The Foundation has held similar programs going back to 1999.

Trustee Olin L. Wethington shares his perspective on recent elections in Egypt, where he was an observer, during the opening meeting of Pathways to Progress. Project Director Mona Yacoubian is seated to the right.



Secretary of State Hillary Clinton talked last June about opportunity in the Middle East following the Arab Spring uprising. Then in April she visited the Marshall Museum (shown above with Foundation President Brian Shaw) after she received the Distinguished Diplomat Award from VMI.

from the president



Brian D. Shaw

General Marshall was fond of telling young officers that they “must study the first six months of the NEXT war.” That simple statement means a lot.

Marshall was encouraging the young officers to think about the future, to think about all the factors—political, economic, sociological—that lead to war and consider where those elements might next converge to create new conflicts among nations or groups of people. Marshall had the ability to see the big picture and how things influenced each other. He wanted his fellow officers to develop the same skills—to see “around the corner” or “over the hill.”

Business schools call this “strategic thinking.” Some academicians label it “grand strategy.” To us, it’s “thinking like Marshall.”

The Board of Trustees of the George C. Marshall Foundation began such an exercise in strategic thinking last November when it approved the hiring of a small group of consultants to help the Board think about the Foundation’s future.

When the Foundation was chartered in 1953, it was done so with the expressed purpose of being a research library. It was only as a scholarly research institution that Marshall would allow the Foundation to be created. While he wanted nothing to do with being honored or aggrandized, Marshall—himself a student of history—knew that future generations would want, indeed, need, to study his life and career. Marshall knew he touched and participated in practically every event in the first half of the Twentieth Century that saw the emergence of the United States from an isolationist nation to the world’s first global power.

Since the library was dedicated in 1964, we have focused our activities on research, successfully completing the official biography of Marshall as well as several other volumes of important interpretation of Marshall’s life and career. As we move toward the completion of *The Papers of George Catlett Marshall* in 2014, which also marks the 50th anniversary of the opening of the building, the Board has begun to consider what the next 50 years of the Marshall Foundation will look like.

The Board is currently examining creating new programs of contemporary service. To be sure, the Marshall Army ROTC Leadership Seminar (featured elsewhere in this edition) is perhaps the best example of a successful program that helps young military leaders “think like Marshall.” The program’s 35-year track record with more than 10,000 “graduates” has demonstrated the efficacy of such a program.

Can we do more? Can we expand and extend the principle of “thinking like Marshall” to new constituencies such as young diplomats, mid-career public servants, or emerging corporate leaders? Can such thinking make a greater contribution to the institutions and organizations that are both competing against and working with each other in an increasingly connected and seamless world?

The Board will answer these questions in the coming months as it charts the future of the Foundation. I invite you to stay engaged and involved and help us reshape and refocus the George C. Marshall Foundation.

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as of 5/30/12

Marshall Papers Project Reaches Another Milestone

Volume 6 of *The Papers of George Catlett Marshall* will be published by The Johns Hopkins University Press by December 2012 and available for purchase. It includes documents (telegrams, letters, memorandums, speeches, testimony) written during Marshall's tenure as Secretary of State (January 20, 1947–January 20, 1949), during which time he was responsible for the creation of the European Recovery Program (Marshall Plan) and dealt with military and foreign relations issues with Palestine, the entire Middle East, Germany, the Soviet Union, most of Eastern Europe, and the genesis of NATO.

Publication of the 7th and final volume is scheduled for 2014. The Foundation's original and seminal research project has been funded throughout by the National Endowment for the Humanities (NEH) and the National Historical Publications and Records Commission (NHPRC) with cost-sharing from the Marshall Foundation. Additional funders include the Carnegie Corporation of New York, the Andrew Mellon Foundation, BAE Systems, Jack Rudin and the May and Samuel Rudin Family Foundation, the Lenfest Foundation, and the Stifterverband für die Deutsche Wissenschaft.

HVAC System Brought up to Date

The final stage of renovating the heating, air conditioning and humidity control systems was completed in December. The project replaced 48-year-old equipment, extended temperature and humidity control to areas not previously covered and provided additional temperature and humidity control to collection storage areas. Every space in the building has been improved to some degree. Sincere gratitude is extended to project funders: Thomas F. Jeffress Memorial Trust; The Mary Morton Parsons Foundation; The Cabell Foundation; Marietta McNeil Morgan and Samuel Tate Morgan, Jr. Foundation; HDT Global; and LTG Charles W. Dyke, (USA Ret.), who is a member of the Board of Trustees.



LTG Charles W. "Bill" Dyke and wife Dr. Ann Bisconti Dyke stand in front of the wall of benefactors to the Foundation before remarks to recognize their contributions to the Foundation by Chairman Jay Adams (second from left) and President Brian Shaw (far left).

★ in brief...

Join us for an exceptional ten-day tour of **Marshall's Europe** in September and October. Information is available on the web site.

Professor **Stephen Taaffe** talked about his new book *Marshall and His Generals* at the Jefferson Hotel in Richmond to a group of about 100.

Carroll Comstock has been named Director of Museum Operations. **Sherwin Dillard** is a new Museum Associate.

Nineteen tape-recorded **interviews with General Marshall** conducted by biographer Forrest Pogue have been digitized and can be heard on the web site.

Trustee and distinguished career diplomat **Thomas Pickering** received the 2012 Sarah Carey Award from the Eurasia Foundation.

Trustee **Olin Wethington** participated as an observer in the Egyptian parliamentary elections for the International Republican Institute.

The Marshall Museum will participate once again in the **Blue Star Museums** program through Labor Day by admitting active duty military families free of charge.

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

Leadership programs

Major General Jefferey Smith, new Commanding General of Army Cadet Command, used the seminar as an opportunity to get to know some of the cadets under his command.



Gen. Richard Cody, USA (Ret.), Seminar Chair



Army ROTC Cadets Immersed in Issues, Leadership Development



Gen. Raymond Odierno

Talking to the 266 George C. Marshall Army ROTC Award winners, LTG Dennis L. Via, USA, framed an important theme that was revisited many times during the three-day leadership training and national security seminar held April 15-17 in Lexington.

He observed, "While many of you here tonight are 21 or 22 years old, on September 11, 2001, you were only 10 or 11 years old, and every day since then you grew up in a nation at war, the longest in our nation's history." LTG Via will soon assume command of Army Materiel Command.



Gen. Robert Cone

That theme, broadly defined, included 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, "Our strategic environment has changed and will continue to change in unpredictable ways. Today, the world is defined by uncertainty and change. [T]his calls for us to think and lead in new ways." He continued, "We still don't fully understand or know the impact of the global economic crisis and the political awakening of previously repressed populations. I would even argue that the Arab Spring has just started. So what does that mean for the Middle East? Further, what does the Arab Spring mean for regional and global security? These are important issues for us to think about."



Lt. Gen. Dennis Via

Talking about leadership, he said, "Being a leader is not about giving orders. It is about earning respect, leading by example, fostering a positive climate, maximizing resources, inspiring and motivating others, and building teams to promote excellence. Along the way, you will make honest mistakes. We all do and will continue to do this. You will face difficult decisions and dilemmas. This is all part of the process of learning the art of leadership. You must internalize the Army's values, demonstrate unquestionable integrity and character, and remain truthful in word and deed. Soldiers trust their leaders. Leaders must never break that trust, as trust is the bedrock of our profession."

At the closing session, TRADOC Commander Gen. Robert W. Cone said the Army is going through two fundamental transitions: one structural and one human. He sees a reduction in the number of soldiers from about 570,000 now to about 490,000 and a shift to regional alignment of units that study language and culture of places they may be sent. As a result leaders in the years ahead will be expected to understand international affairs and strategic thinking. "Your soldiers expect you to be the linkage between one of them in terms of leading them in day-to-day operations and at the same time tying into the big strategy—the person who can explain why all this works," he said.

Generals Odierno, Cone and Via highlighted the seminar that included discussion of national security issues in small roundtables led by subject area experts. Former astronaut Col. Nancy Currie, USA (Ret.)

Leadership programs

opened the event by telling the cadets to follow their dreams yet be flexible enough to take advantage of opportunity. CSM Scott Schroeder presented the senior enlisted point of view by challenging the cadets. "It's all about the people," he said. "Your troops will ask three questions: Is my leader committed, Can I trust my leader, Does my leader care about me?"

Cadet Tyler Johnson, who commissioned in May at Texas State University in San Marcos, said, "This has been a great experience. I really liked the speakers. And their perspectives." He will go into Armor. Cadet Douglas Rodhe, from University of Nebraska at Lincoln, said, "The best experience for me was meeting other cadets from different schools. I will definitely stay in touch with many of them. And I enjoyed the speakers." He will report to Infantry at Fort Benning.

This was the 35th consecutive annual seminar held in Lexington and hosted by George C. Marshall Foundation for Army Cadet Command. New Cadet Command CG MG Jefforey Smith took this opportunity during his first ten days in command to talk to award winners and learn about their ROTC experiences. Gen. Richard Cody, USA (Ret.), former Army Vice Chief of Staff and a member of the Foundation Board of Trustees, served as seminar chairman.

Col. Doug Charney, USA (Ret.), an award winner in 1982 from Penn State University, is now the strategic operations officer at the Center for Strategic Leadership at the U.S. Army War College. He co-lead the roundtable at the 2012 Seminar on Homeland Security and Homeland Defense. "When I attended this seminar in 1982, it was the first time I saw the big picture, the strategic world view. I have used that perspective in everything I've done since. It's been invaluable. Even now when I instruct students at the War College, I can tell immediately those who understand strategy and those who go straight to the tactical solution or recommendation. The cadets this week seemed to understand the importance of thinking strategically," he said.

Picking up the same thread, Sonny Busa, former U.S. Department of State and visiting professor, U.S. Military Academy, who led the roundtable on Pakistan, commented, "In the beginning the cadets had these black-and-white views. By the end of our two hours, they had become much more nuanced. One of our exercises was to work on a set of policies that in the end turned out to be as good as we have now."

Learning to Think Like Gen. George C. Marshall by Discussing National Security Issues in these Roundtable Groups

U.S. Military Support to Stability & Peace Operations
Dr. James Embrey

Homeland Security and Homeland Defense
Col. Doug Charney, USA (Ret.)
Capt. Tom Arminio, USN (Ret.)

Pakistan: Friend or Foe?
Sonny Busa

The Profession of Arms
Capt. James Campbell, USN (Ret.)

Transnational Non-state Actors: the Major Threat to U.S. International Security Interests
Lt. Col. John Wranek, USANG (Ret.)

Dealing with Cross-Cultural Challenges: Afghanistan—Coalition, Society, Local Politics and Counter-insurgency
Richard Smyth

Japan, China and the Koreans and the Global Economic Recession and Recovery
Major Conway Lin, USA

Jointness was Yesterday, Interagency is Today: How it Affects Junior Officers
Major Jason Howk, USA

Latin America Security Challenges
Major Lorenzo Rios, USA

The Arab Spring and its Impact on National Security
Col. Robert James, USA (Ret.)
VMI Cadet Captain C. Quinn Adams

Biometrics and National Security
Lt. Col. William Buhrow, USA

The Role of the Platoon Leader and NCO—Combat Arms
Major Steven Holmberg, USA
Master Sergeant Jason Maynard, USA

The Role of the Platoon Leader and NCO—Non-Combat Arms
Captain Jasmine Hogan, USA
Sergeant First Class James Babin, USA

Battle of Robert's Ridge—Operation Anaconda, Afghanistan (Virtual Staff Ride)
Lt. Col. Paul B. Barron, USMC (Ret.)
Major James Cook, USA (Ret.)

Battle of Wanat, Afghanistan (Virtual Staff Ride)
Chuck Collins and Dale Cordes



Maj. Gen. Jefforey Smith



Col. Nancy Currie, USA (Ret.)



CSM Scott Schroeder



Photos and video coverage of the keynote addresses plus other information about the 2012 seminar are available at www.marshallarmyrotc.org.

scholarship programs

Undergraduate Scholars Choose Interesting Topics to Research

Twenty-four Marshall Undergraduate Scholars have recently completed a year of archival research utilizing the special collections to write papers on the leaders, events, and policies that distinguished Marshall's lifetime.

Pursuing a "hands-on" experience with primary materials, the Marshall Scholars made more than 100 visits to the Marshall Library to cull government documents, letters, diaries, secret messages, defense plans, economic reports, and propaganda for answers about foreign policy, war, nation-building, and peace-keeping. Some Scholars also visited

the National Archives, Princeton Archives, Mennonite Archives, George Meany Archives, Moscow Archives, and the Dwight D. Eisenhower and Lyndon B. Johnson presidential libraries in search of original resources.

In March, these nascent historians convened in the Marshall Library for day-long discussion and research presentations. Their topics include French Diplomacy and the 1937 Exposition Internationale, the Ninth International Conference of American States, American policy in the trust territory of Micronesia, American engagement in Italy and the Pacific islands during World War II, George C. Marshall in China, the American Volunteer Group in China, nuclear policy and propaganda during the Marshall era, the Berlin Airlift, the Women's Army Corps, George Kennan and containment, U.S. Army integration policy, the political dynamics of Eisenhower and Johnson, Israel and Palestine, Yugoslavia and the Cold War, post-war Peace Churches, the reindustrialization of Western Germany, Soviet post-war reconstruction, the American Labor Movement's effect on the Marshall Plan, the Selling of the Marshall Plan, and the Marshall Plan in Great Britain. Visitors to the Marshall Museum are invited to read the Scholars' papers, which will be displayed for a year in the Marshall Research Library.

2011-12 Marshall Scholars



Mark Baruch (left), whose Baruch Family Foundation funds the Fellowship program, stands with Foundation Chairman Jay Adams.

2012 Marshall/Baruch Fellowship Recipients and Their Topics

The Marshall Foundation awarded 16 George C. Marshall/Baruch Fellowships this year for doctoral and post-doctoral work in fields related to twentieth-century diplomatic or military history and international affairs. The awards are generated from a gift provided annually by the Baruch Family Foundation of Encino, California. The fellowships honor the career of George C. Marshall, 20th-century soldier-statesman, and the Baruch family. The recipients and their research projects are:

Aurelie Basha I. Novosejt, London School of Economics
"Salted Peanuts and Drinks": Withdrawal Plans for the Vietnam War under the Kennedy and Nixon Administrations

Charles Edward Delgadillo, University of California–Santa Barbara
William Allen White, Liberal Republicans, and New Deal Internationalism

Kristopher S. Erskine, University of Hong Kong
Sino–U. S. Relations, Diplomatic History

Eric Thomas Gettig, Georgetown University
The United States, Oil, and Revolution in Cuba

Rebecca Ann Herman, University of California–Berkeley
Pan American Airways' World War II Airport Development Program

Jonathan Reid Hunt, University of Texas–Austin
The Ideological and Diplomatic Origins of the Global Nonproliferation Regime, 1945–1970

Mats Ingulstad, Norwegian University of Science and Technology/European University Institute–Florence, Italy
Strategic Materials and American Foreign Policy, 1939–1957

Dov H. Levin, University of California–Los Angeles
Great Power Interventions in Elections of other Countries

Stephen Joseph Macekura, University of Virginia
Interactions between Leading NGOs, U.S. Foreign Policy Makers and International Institutions to Implement Sustainable Development Projects in the Developing World

Andrew David Marble, Independent researcher/Brown University
Leadership Lessons from a Warrior–Diplomat: The Career of General John Shalikashvili

Valerie Ann Martinez, University of Texas–Austin
Latina Military Participation during World War II

Christopher Richard Miller, Yale University
Economic Integration and the End of the Cold War

Jamie Miller, University of Cambridge
The United States, South Africa, and the Southern African Theatre of the Cold War

Francis Joon Hong Park, University of Kansas
American Operational Art, 1973–1994

Ryan Alexander Peeks, University of North Carolina–Chapel Hill
American Naval Thought in the Early 20th Century

William Alan Taylor, Angelo State University
Every Citizen a Soldier: The U.S. Army's Campaign for Universal Military Training Following World War II

World War II Historians Talk about Myths, Misconceptions and Surprises

A "Murderers' Row" of World War II historians talked about WWII Myths, Misconceptions and Surprises to a packed house in the Pogue Auditorium in November. Distinguished historians Gerhard Weinberg, William Hitchcock and Mark Stoler discussed popular perceptions of the war and recent research that challenges many of them. They presented new insights into the personalities and events of that time.

Leading the presentation, Dr. Weinberg recounted several myths. For instance, "The issue of resources needs a careful look. By the summer of 1942 the resources under Axis control were not substantially inferior to those controlled by the Allies. The Allies proved vastly superior in drawing on the resources at their disposal than their enemies who complicated utilization of the lands they had conquered by the systematic mistreatment of their populations," he said.

Dr. Hitchcock, said, "We normally assume the liberation of Europe served to bring the liberators and the liberated together in a warm embrace of common purpose and gratitude. What I found [in the research for his Pulitzer Prize-nominated book] is the astonishing violence of the war of liberation drove Anglo-American liberators and continental civilians apart....The reception [given by the French in Normandy, for instance] was distant and reserved."



Dr. Stoler concluded, in part, "The Grand Alliance was not a failure because it broke down after victory and because the Cold War followed. Most military alliances break down once the war ends. This one ranked as one for the most successful in military history. It achieved total victory. The great failure was the Axis alliance which stands as a case study in how not to conduct coalition warfare."

The presentation was part of the Marshall Lecture Series. There's more information, including a video recording of the entire presentation, on our web site.

World War II history giants (from left to right) Dr. Gerhard Weinberg, Dr. Mark Stoler and Dr. William Hitchcock field questions following their presentations on WWII myths, misconceptions and surprises.

Roger Jeans Discusses His Book on Marshall's Mission to China

Professor Emeritus Roger B. Jeans Jr. shed new light on Marshall's misunderstood and dismissed mission to China soon after the end of World War to negotiate a settlement between nationalists led by Chiang Kai-shek and Communists under Mao Zedong.

Prof. Jeans presented the highlight of his book, *The Marshall Mission to China, 1945-1947: The Letters and Diary of Colonel John Hart Caughey*, in the Pogue Auditorium in April. His book breaks new ground in the understanding of a pivotal period in the history of American foreign policy, the early Cold War, and the struggle for dominance in China between the Nationalists and Communists.

Working from the letters and diary of U.S. Army Colonel John Hart Caughey, Jeans offers a fresh

interpretation of the mission. From beginning to end, Caughey served as Marshall's executive officer, assisting the General in his contacts with the Chinese and drafting key documents for him. Through his writings, Caughey provides a rare behind-the-scenes view of the General's mediation efforts as well as intimate glimpses of the major Chinese figures involved, including Chiang Kai-shek, Madame Chiang, and Zhou Enlai.

Roger Jeans is Elizabeth Lewis Otey Professor of History Emeritus at Washington and Lee University. He is the author or editor of numerous books, articles, and papers on modern East Asian history.



Professor Emeritus Roger Jeans discussed Marshall's mission to China.

goodpaster award

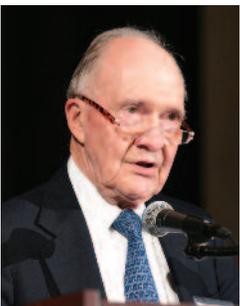
General Gordon Sullivan, USA (Ret.), addresses the audience in the Hall of Flags in the U.S. Chamber of Commerce following receipt of the Goodpaster Award.



Martha Raddatz served as master of ceremonies



Brian Shaw, President, Marshall Foundation welcomed the guests



Lt. Gen. Brent Scowcroft, USAF (Ret.)



2012 Andrew J. Goodpaster Award to General Gordon R. Sullivan

Gen. Gordon R. Sullivan, USA (Ret.) received the Goodpaster Award at a luncheon in Washington on May 30 at the U.S. Chamber of Commerce. He was honored for his distinguished career in the U.S. Army that he concluded as the 32nd Chief of Staff (and a member of the Joint Chiefs of Staff) and for his leadership of AUSA (Association of the United States Army), of which he has been president since 1998.

Recognizing the company he was selected to keep, Gen. Sullivan remarked, “Goodpaster, Marshall and General Scowcroft...they are three giants....Three general officers who epitomize our profession and rank at the very top.”

Lt. Gen. Brent Scowcroft, USAF (Ret.), former national security advisor to two presidents and recipient of the first Goodpaster Award in 2008, presented the award to Gen. Sullivan along with Marshall Board Chairman John B. Adams, Jr. “That’s what strikes me about the aptness of giving the Goodpaster Award to Gordon Sullivan. Because they are so very, very similar. With Andy Goodpaster there was no big flash about him. He just got the job done,” said Gen. Scowcroft in comparison.

On receiving the recognition, Gen. Sullivan said, “It’s humbling to accept this award. General Goodpaster emulated the life which I think many

people aspire to. Service to nation was his life. He epitomized selflessness. He had that indefinable characteristic known as character. Character counts.

“Simply stated, General Andrew Goodpaster lived a life characterized by his beloved West Point—duty, honor, country—and I am proud to say I knew him. And I am very honored to receive this award today,” he said.

Master of ceremonies Martha Raddatz, who is the senior foreign affairs correspondent for ABC News, said it was Gen. Gordon Sullivan who helped her understand the Army and the military when she began covering the Pentagon. “When I first started covering the Pentagon in 1993, I had exactly zero experience with the military. Gordon Sullivan helped make me the reporter I am today. He mentored me. He took time with me. He explained things to me. He never criticized if stories did not turn out the way maybe he thought they should turn out as long as they were fair,” she explained.

Gen. Carl Vuono, USA (Ret.), who was Army Chief of Staff when Gen. Sullivan was Vice Chief; Nicholas Chabraja, former CEO of General Dynamics and the current Chair of the AUSA Council of Trustees; and RADM Richard Schneider, USCGR (Ret.), President of Norwich Univ. where Gen. Sullivan

goodpaster award



General Gordon Sullivan, USA (Ret.), center, holds the Goodpaster Award presented by Lt. Gen. Brent Scowcroft, USAF (Ret.), first recipient of the award, and Marshall Board Chair John B. Adams, Jr., (right).



Gen. Carl Vuono, USA (Ret.)

serves as Chairman of the Board, all delivered tributes in praise in General Sullivan's selection.

"For nearly four decades he served the American people with spirit and courage, and he's been instrumental in shaping the America's Army today into the finest fighting force in history...Like Marshall, Sully confronted the challenges of transforming the Army," said Gen. Vuono.

Nick Chabraja talked about a relationship with Gordon Sullivan through their connections in industry following Gen. Sullivan's retirement from active duty. "He's an impassioned visionary. He has provided vision on critical contemporary issues confronting America and the world. It's been my privilege to see this up close at AUSA and at other places as well," he said.

In video-recorded remarks, Norwich President Schneider talked about Gordon Sullivan's humble beginning at Norwich, where he worked his way through school in the 1950s, and the extraordinary leadership and example he provides today as chairman of the board. "You've been a remarkable person at Norwich for your entire time....And now you're giving back and you're having the same profound impact on students today."

Two hundred friends and guests attended the event.

The Andrew J. Goodpaster Award honors the life and service of General Andrew J. Goodpaster, a longtime trustee and chairman of the Foundation, a champion of the Marshall legacy, an American hero and an extraordinary public servant. The Andrew J. Goodpaster Award is presented to Americans in a

variety of fields who, like General Goodpaster, have exhibited great courage, selfless service, patriotism and leadership in their lives and careers.



For more information and to watch a video or look at photos from the event, go to our web site at www.marshallfoundation.org.



Nicholas Chabraja



RADM Richard Schneider, USCGR (Ret.)

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Adrian Brettle discussed findings from his cataloguing the new Marshall-Winn collection.

A Successful Night in the Archives

George C. Marshall struggled to balance his personal and professional lives, according to Adrian Brettle. A Ph.D. candidate from the University of Virginia, Brettle spoke last fall about his summer spent cataloguing letters, photographs and other artifacts in the new Marshall-Winn Collection. Then he delivered his findings at the First Night in the Archives, an invitation-only event for donors.

Brettle said Marshall often blurred the divisions between his personal time and a demanding professional schedule. You can see his talk on our web site. Guests also saw items from the Archives that are rarely seen by the public. Because of the overwhelmingly positive reaction to the evening, the event will be repeated later this year.

Brettle observed that the boundary between the public Marshall and the private Marshall was something Marshall sought to manage. “The papers in the Winn Collection reveal an inevitable friction between the public and the private and how it was



also shows how Marshall was a voracious reader, again indulging in something he could treat as a leisure activity but resulted in professional development. Again he expanded the professional day by blurring it so skillfully with his private existence. Military and political history featured prominently but his bedside table, judging from the correspondence in the Collection, also had space for fiction works as well. Marshall did not restrict himself to a historical diet.”

Gen. Marshall was always conscious of his subordination to the civilian world. Even in retirement, Brettle says, Marshall never forgot for whom he worked, the American people, and this devotion to duty never left him. “To bring it round to the theme of the talk—this was proof again that Marshall’s private person was always at public service,” he concluded.

More information about the new Marshall-Winn Collection will be available soon.

Laura Lembas, who is assistant director of museum operations and collections, talks with George Tompkins and Rosa Massie about code breaking.



Paul Barron, director of the library and archives, (center) points to something of interest on the D-Day invasion landing map of Normandy for Mike Swanson, M.D. (left), and BGEN Scott Van Cleef, USAF (Ret.).

Marshall’s quest to minimize this tension by placing his private existence in service of, rather than in conflict with, his public life,” he said. “To achieve this feat required a superhuman effort from Marshall that I believe helps to explain his extraordinary success and contribution to the history of both the United States and the world.” Marshall’s success in blurring the professional with the personal meant that sometimes to observers all his associations were seen as professional, he explained.

He elaborated by saying, “But there was another factor... Marshall’s discipline, his ability to get the most out of each day can explain so much. The collection



Prof. Molly Micheltmore Opens The Life Atomic Exhibit

Prof. Molly Micheltmore says the development of the atom bomb in 1940s deeply affected the lives of people in the U.S. and elsewhere. School children learned to “Duck and Cover.” Communities built fallout shelters in case of nuclear war. Atomic became a theme in popular songs, movies and advertising slogans.

Prof. Micheltmore, an assistant professor of history at Washington and Lee Univ., discussed “Going Nuclear: American Life at the Dawn of the Atomic Age” at the opening of *The Life Atomic: Growing Up in the Shadow of the A-Bomb* exhibit in March.

“Many Americans feared that in dropping the bomb on Hiroshima and Nagasaki that the United States

had opened Pandora’s box. What happened to Japan, they reasoned, could happen to us,” she said.

“The bombings of Hiroshima and Nagasaki had ushered in a new era, a brave new world with profound consequences for American politics, culture and society. Although the intensity of the nation’s nuclear fear certainly ebbed and flowed...the threat of nuclear annihilation was never far from the public mind,” she concluded.

Prof. Micheltmore teaches 20th century U.S. history at W&L. The exhibit was on display in the Marshall Museum through May.



Prof. Molly Micheltmore talked about the early years of the new nuclear age.

Operation Overlord Exhibit Opens in Lower Lobby

To commemorate the 68th anniversary of the D-Day landings on the beaches of Normandy, France on June 6, 1944, the Foundation is hosting an exhibit from Naval History and Heritage Command. Entitled *Operation Overlord*, the exhibit features the work of Mitchell Jamieson, Alexander Russo, and Dwight Shepler. These three combat artists lived with the crews designated to take part in the invasion and witnessed first hand the greatest amphibious assault ever launched. This selection of 37 original watercolors and drawings will be on display through October.

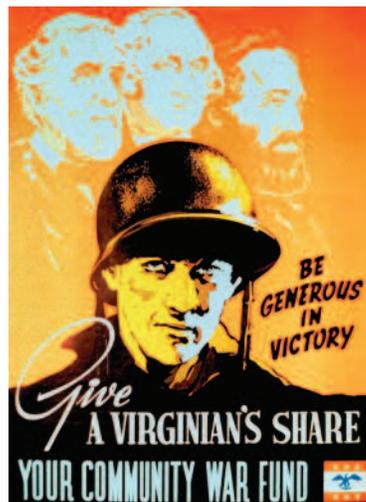


D-Day invasion artwork is on display in the Museum through October.

Reproductions of Foundation's Extensive Poster Collection Available

Selections from the Foundation’s vast poster collection are now available as high quality reproductions. The collection includes posters from World War I, World War II, and the interwar period as well as a prints from the Marshall Plan competition series, including the famous “All Our Colours to the

Mast” award winner. The reproductions are printed on archival quality paper and available in a variety of sizes. Posters available for purchase can be seen on our web site at www.marshallfoundation.org. While you are there, check out our new custom hats and T-shirts.



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- ★ Army Chief of Staff Gen. Raymond Odierno talks to ROTC Cadets at Awards and Leadership Seminar
- ★ Gen. Gordon Sullivan receives the Andrew J. Goodpaster Award
- ★ Stimson, Marshall Launch *Pathways to Progress: Peace, Prosperity, and Change in the Middle East*

Read *Topics* online at www.marshallfoundation.org



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