



THE  
GEORGE C. MARSHALL  
FOUNDATION

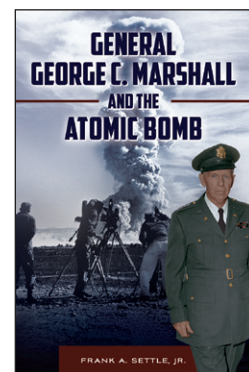
# THE STRATEGIST

Fall 2015

The Newsletter of the George C. Marshall Foundation



Dr. Frank A. Settle discusses Marshall's role in the development of the atomic bomb.



## MARSHALL AND THE ATOMIC BOMB

Speaking to a packed Pogue Auditorium, Dr. Frank Settle discussed his soon-to-be-published book, *General George C. Marshall and the Atomic Bomb*, on the 70th anniversary of the dropping of the bomb on Hiroshima. That date in 1945 culminated the beginning of the end of the Manhattan Project and ushered in a new nuclear age.

"If you talk about the atomic bomb, Marshall's name is not going to be the first one that comes up. It will be Oppenheimer. It will be Groves. It will be Szilard, maybe, but not Marshall. Marshall is the high-government official who was present and participated in the first ten years of the nuclear age from the time he was appointed to the Top Policy Group to the time he resigned as secretary of defense during the Korean War. He's the one person at high levels who witnessed all of it. Everyone else came and went," he said.

His new book, researched at the Marshall Library, will be published by Praeger in spring 2016. It describes how Marshall encountered, assessed, addressed and utilized the most powerful weapon in the history of warfare.

The narrative begins in 1941 with President Roosevelt's appointing Marshall to his advisory committee for atomic energy. It continues with his critical involvement in the

production and use of the bomb and concludes with his post-WWII service as secretary of state and secretary of defense. The work provides insights into Marshall's evolving views of the bomb before, during, and after its use. It also illustrates his ability to lead the collaborative efforts of scientists, military personnel, congress, two presidents, the British and the Soviets.

Dr. Settle is professor emeritus of chemistry, Washington and Lee University and director of the ALSOS Digital Library for Nuclear Issues. Also he was professor of chemistry at the Virginia Military Institute from 1964 to 1992. Before coming to W&L in 1998, he was a visiting professor at the U.S. Air Force Academy, a consultant at Los Alamos National Laboratory, and a program officer at the National Science Foundation.

Before Dr. Settle's talk on General Marshall's role in the development of the atomic bomb, Col. Keith Gibson, director of the VMI Museum System, showed two objects given to VMI by Col. John Lansdale, a VMI graduate, who was head of intelligence and security at the Trinity test site at Alamogordo.

The event was part of the "Weapons" of War sequence of the Marshall Legacy Series. VMI was a partner in the sequence that concluded in September.

**INSIDE: LEGACY SERIES, FROM THE ARCHIVES AND MORE**

# FROM THE PRESIDENT



Dr. Rob Havers

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Greetings from Lexington, Virginia and welcome to the fall issue of *The Strategist*. As you will recall, in the spring edition, my last message looked ahead to the inaugural events of the *George C. Marshall Legacy Series*. These events, grouped around some of the major themes of Marshall's long life and featuring speakers, exhibitions and film showings, were conceived both to interest new audiences in Marshall in an accessible fashion as well as to show some of the remarkable, but less well known, aspects of our holdings. To date the three Legacy Series sequences, on Codebreaking, "Weapons" of War and the forthcoming Taking Care of the Troops have proved both popular with our existing supporters and sufficiently appealing to draw new supporters and the media. We have long believed that Marshall and his life and times hold both significant interest and significant lessons for the present if we can create vehicles by which to engage new audiences. The Marshall Legacy Series is showing that our assumptions are holding true, and the Foundation is seeing some good momentum as a result. On pages 4–9 you can enjoy a fuller reporting of the Legacy Series and view some images from our various events.

In the same vein of bringing Marshall to wider audiences, later this fall will see the publication of our new magazine entitled simply *MARSHALL* (see page 3). This will allow us to present far more substantive articles and features concerning Marshall written by scholars and more popular authors, many of whom have conducted research in our own archives. As with the Legacy Series, the *MARSHALL* magazine

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## *The Strategist*, Fall 2015

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Contributors: Rob Havers, Rick Drake, Jeffrey Kozak, Kevin Remington and Kelly Nye

will combine solid intellectual endeavor with accessibility. Currently, the magazine is a benefit of membership in the Marshall Foundation, so I would encourage all to join us in order to enjoy this new endeavor.

As we look ahead to what remains of a busy 2015, I urge you to mark your calendars for what will be a very special Andrew J. Goodpaster Award event in Washington, DC on 10 December. Our recipient will be former Chief of Staff of the United States Air Force and VMI alumnus General John Jumper. The award ceremony, over lunch at the Ronald Reagan Building, will feature an interview format with Gen. Jumper discussing his career as well as a tribute from Secretary of the Air Force, Deborah James. All in all a great occasion and most certainly one to look forward to.

As always, I hope you enjoy this edition of the *The Strategist* and look forward to seeing you either in Lexington or beyond!



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# FOUNDATION NEWS

## Magazine to Debut Next Month



Members of the Foundation at \$100 or higher will receive the new membership magazine, *MARSHALL* as an added benefit of membership. The first issue features “Marshall and the Atomic Bomb” by Frank Settle, Ph.D.;

“George C. Marshall and the ‘Europe-First’ Strategy, 1939–1951: A Study in Diplomatic as well as Military History” by Mark A. Stoler, Ph.D. and “The Whole Man” by Mame Warren in addition to several short items and announcements. Membership information is included in this issue of *The Strategist* and can be found on our web site also. Annual memberships can be renewed on the anniversary date or earlier.

## News in Brief

**President Rob Havers** spoke at the Hampden-Sydney Summer College on “Strategic Leadership; Churchill, Roosevelt & Marshall.”... **C. Russell Fletcher, III**, of Middleburg, VA, and **Gregory P. Gass**, Washington, DC, have been named to the Board of Trustees. Fletcher is a private investor and consultant whose career has been in the insurance and reinsurance industries. Col. Gass, a retired Army aviator, heads military aviation programs for GE.... **Jeffrey Kozak** succeeds Paul Barron as director of the library and archives. Kozak has been on staff for six years. **Paul Barron** retired in July after ten years.... **Megan Einhorn** has joined the staff as Museum Shop manager.... Retired **Gen. Sam Walker**, USA, former superintendent at VMI and a member of the Council of Advisors died in August.... **Adam Walter** and **Broc Mauch**, representing Yankton, S.D., received third-place in the Senior Category for “Leadership and Legacy: George C. Marshall and the Marshall Plan” in the **National History Day** competition for 2015.

## General John Jumper to Receive 2015 Goodpaster Award

Gen. John Jumper, USAF (Ret.), will receive the Andrew J. Goodpaster Award at a luncheon in Washington on December 10 at the Ronald Reagan Building and International Trade Center. Gen. Jumper was the 17th U.S. Air Force Chief of Staff. He will be honored for his distinguished career in the U.S. Air Force as well for his many contributions to U.S. defense.

His retirement in 2005 culminated a 39-year career in the Air Force during which he served as Commander of Air Combat Command at Langley Air Force Base, as Deputy Chief of Staff for Air and Space Operations, as the Senior Military Assistant to two secretaries of defense, and as Special Assistant to the Chief of Staff for Roles and Missions. A command pilot with more than 5,000 flying hours, principally in fighter aircraft, Gen. Jumper served two tours in Southeast Asia, accumulating more than 1,400 combat hours. He is a 1966 graduate of VMI.

In June 2007 Gen. Jumper joined the board of directors of Science Applications International Corporation (SAIC), and in March 2012 he became CEO. He was instrumental in splitting the company into two. After the split, he remained the CEO of the company which changed its name to Leidos. Gen. Jumper retired as CEO in July 2014.

The 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 Goodpaster Award is presented to Americans in a variety of fields who have exhibited great courage, selfless service, patriotism and leadership in their lives and careers.

Readers should call Leigh McFaddin at (540) 463-7103 if they would like to be added to the invitation list.



Gen. John Jumper,  
USAF (Ret.)

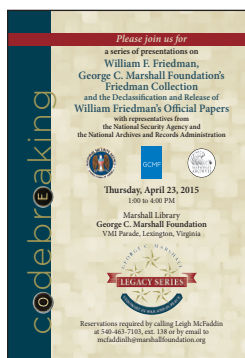


# MARSHALL LEGACY SERIES

Bill Sherman discussed cryptography to open the Codebreaking sequence.



Bill Sherman



The George C. Marshall Legacy Series interprets General Marshall's legacy through a multi-year series of exhibitions, speakers and programs centered on key themes or episodes from General Marshall's remarkable career. Because his career touched nearly every major event of the first half of the 20<sup>th</sup> century, the landscape for the Series is rich and vast. We access our own resources and collections to create unique activities and events to share with the public.



William Friedman



## Codebreaking Kicks Off Series

During a full day of activities on April 23 the Marshall Foundation opened its Codebreaking sequence and began the three-year Marshall Legacy Series to make General Marshall's career and achievements more widely known and popularly accessible.

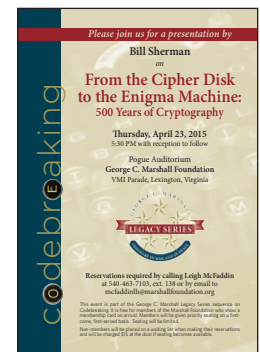
The Foundation received the official papers of one of the foremost codebreakers of the 20th century during the April 23 afternoon event. At that time scholars and experts from the Foundation, the National Security Agency (NSA) and the National Archives and Records Administration (NARA) discussed William Friedman, who is considered to be the leading codebreaking pioneer in the United States in the 20th century.

As head codebreaker for the U.S. War Department, Friedman led a team that broke the Japanese diplomatic code known as PURPLE in 1940. General Marshall later described the intelligence provided by Friedman and his cryptologists as "contributing greatly to the victory and tremendously to the saving of American lives...and...the early termination of the war." Col. Friedman continued his work after the war in government signals intelligence and became the head cryptologist of the NSA. Upon his retirement from NSA in 1955, he donated his personal papers to the Marshall Foundation where they have resided since 1969.

With the addition of Friedman's official papers in digital form that were transferred by



The "Partners in Code" exhibition was part of the Codebreaking sequence.



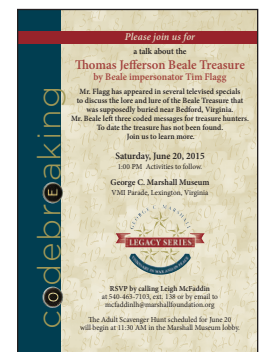
NSA on April 23 to the personal papers already in the Marshall Foundation collections, the Foundation possesses the most complete and comprehensive set of Friedman materials as part of one of the most important private collections of cryptologic material worldwide. "Our Friedman collections put us at the epicenter of cryptology research," said Dr. Rob Havers, Foundation President.

Speakers during the afternoon session included Dr. Havers and Paul Barron, director of the library and archives at the Foundation; Dr. David Sherman, associate director for policy and records, NSA; Sheryl Shenberger, director of the National Declassification Center, NARA; Betsy Rohaly Smoot, historian, Center for Cryptologic Research, NSA; Sarah Parsons, archivist, NSA; Dr. Rose Mary Sheldon, professor of history, Virginia Military Institute; Dr. Bill Sherman, head of research, Victoria and Albert Museum, London; Stephen Budiansky, historian and author of *Battle of Wits*; and Tony Comer, historian, Government Communications Headquarters, GCHQ, London. Foundation archivist Jeffrey Kozak moderated.

Speaking to a full house in the Pogue Auditorium that evening, Dr. Bill Sherman, who curated the Folger Shakespeare Library exhibition on "Decoding the Renaissance," talked about codes, codebreaking and ciphers. His talk, titled "From the Cipher Disk to the Enigma Machine: 500 Years of Cryptography," featured far-reaching connections to the Renaissance, Shakespeare and contemporary culture and an introduction to pioneering codebreakers William and Elizebeth Friedman.

"I'm going to try to convince you that Shakespeare helped us win World War II," he said in jest. "To connect Shakespeare with World War II codebreaking, we might enlist Benedict Cumberbatch, who played Alan Turing in 'The Imitation Game' and who will play 'Hamlet' in an upcoming production in London."

The use of codes in writing, he said, can be traced back more than 4,000 years to the ancient Egyptians, Greeks and Romans. The first efforts to develop a system for writing in code appeared in 855 AD in an Arab book that contained several cipher alphabets. The process of written code appeared in western civilization during the Middle Ages and was often used by royalty

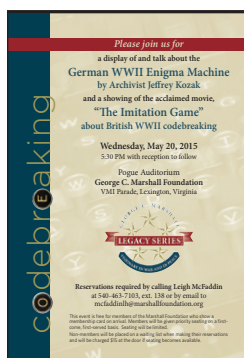


Tim Flagg impersonated Thomas Jefferson Beale, whose code for the Beale Treasure was analyzed by William Friedman.



# MARSHALL LEGACY SERIES

Archivist Jeffrey Kozak shows the Enigma machine to curious members.



to secretly converse with their military or other members of the royal family.

In the 1500s, Sir Francis Bacon was intrigued by ciphers and even created a simple “bilateral code,” he said, that could easily codify plain text by using two different letters or symbols. “The incredibly powerful thing [Bacon] came up with...is that this code can signify anything by using anything. Anything that can be broken in two can be an alphabet. It can be colors, pluses and minuses, apples and oranges or even a minor key and major key in music,” he said.

A new exhibition on the Friedmans and Codebreaking, “Partners in Code: William and Elizebeth Friedman,” was open through July 4.

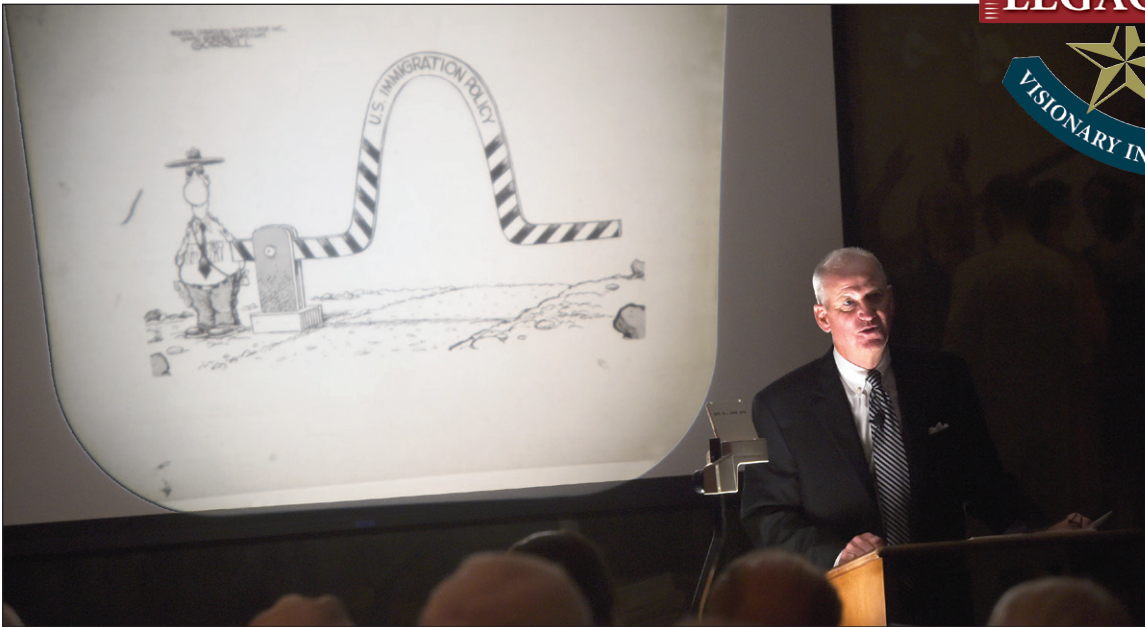
The Marshall Legacy Series with 12 sequences planned to put Marshall’s legacy into the context of world events his leadership helped to shape promises substantial benefits to many constituencies the Foundation serves including members, children and families, scholars and researchers, historians and history buffs, and museum visitors of all ages.

## Members, Guests See Enigma Machine, *The Imitation Game*

Foundation archivist Jeffrey Kozak described in detail the famous German Enigma machine that was featured on May 20 during the Codebreaking sequence of the Marshall Legacy Series. The three-rotor Enigma I was removed from the “Partners in Code” exhibition for the evening.

Kozak said the Germans believed the Enigma code to be unbreakable. “At a high-level meeting of German military officers in February 1944, the conclusion was [that] reading the traffic whether by cryptography or capture was shown to be out of the question.”

Nazi Germany used Enigma to encode and decode messages. Alan Turing and his colleagues at Bletchley Park in England solved Enigma’s secret codes and provided the Allies with a significant strategic advantage. “The value of the ability to read German communications cannot be overestimated....The ability to know the location of German U-boats allowed Allies to neutralize this threat,” Kozak explained. “On the eve of the invasion of Normandy, the Allies knew the German army was preparing for a landing at Calais....Most importantly



Bob Gorrell discussed "Paper Bullets" to open the "Weapons" of War sequence.

having access to German communications is estimated to have ended the war in Europe two years earlier than would have otherwise been possible," he added.

He noted it was General Marshall who brokered arrangements for a visit by Alan Turing to the secret Bell Labs in the United States during the war. The Turing story was portrayed in the award-winning movie *The Imitation Game* that centers on British WWII codebreaking. The film was shown in the Pogue Auditorium using the Foundation's new audiovisual system with movie theater picture and sound quality.



## Gorrell Opens Weapons of War

Bob Gorrell faces his world seriously four or five days a week when he must create an editorial cartoon. A syndicated, award-winning cartoonist, Gorrell captures the essence of an issue in one or two panels.

"Ideally an editorial cartoon isn't about humor, and it's not about caricature. It's about



Lockheed Martin's Desert Hawk drone was displayed in the Museum lobby as part of the "Weapons" of War sequence. Desert Hawk with service in Afghanistan represents a contemporary connection to the string of technical innovations that have occurred in war time for centuries. Some of those innovations were displayed in the exhibition, "The Art of War," that was up through September.

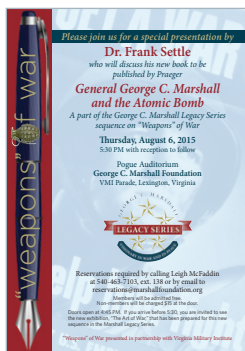
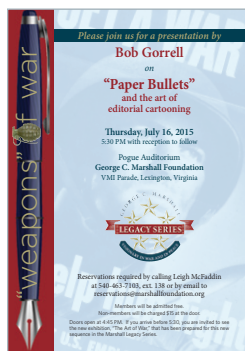


Col. Keith Gibson discussed objects from the Trinity test that he brought from the VMI collection.



# MARSHALL LEGACY SERIES

Lew John looks at a display in the exhibition that was part of the “Weapons” of War sequence.



voicing an opinion....They're [cartoons] about making a point and having something to say," he said to the audience of sixty in the Pogue Auditorium in mid-July to kick off the second sequence in the Marshall Legacy Series, “Weapons” of War.

Gorrell mentioned it seemed odd to have been asked to participate in a program about weapons but realized quickly that cartoons have been used as “paper bullets” for centuries, as he projected for the audience to see the famous Ben Franklin “Join, Or Die” cartoon from 1754 that was later used in the Revolution.

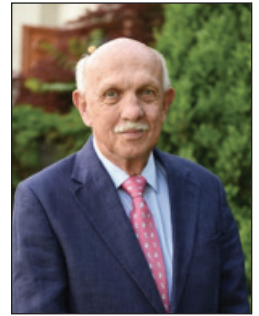
Master cryptologist William Friedman, who was featured in the opening sequence on Codebreaking, said, “The most powerful weapon ever invented was the alphabet.” Examples of what he meant were displayed in the exhibition, “The Art of War,” that featured examples of conventional weapons as well as examples of “paper bullets,” which are posters, leaflets, brochures, film and editorial cartoons that were used to influence public opinion during WWI and WWII.

General George C. Marshall was constantly seeking to sway public opinion. For example he enlisted the services of five of the top Hollywood film directors to produce “troop information films” for soldiers and, later, civilians. The most



Two powerful, original prints, “The Sowers” and “Again” (both 1941), by famous artist Thomas Hart Benton were featured as well. They were a gift from The State Historical Society of Missouri Research Center and Art Gallery in recognition of the relationship between George C. Marshall and Harry S. Truman. Objects on loan from the National Atomic Testing Museum were displayed as were weapons from the VMI Museum.





Dr. Frank A. Settle

Members look at propaganda posters in the "Art of War" exhibition.

famous of these, Frank Capra's "Why We Fight" series, was shown in the exhibition space.

The "Weapons" of War sequence was presented in partnership with the Virginia Military Institute.



In this sequence, Taking Care of the Troops, we focus on the soldier. Army Chief of Staff General George C. Marshall believed men and women in uniform were his greatest asset.

Speaking to the American Legion in 1943, he said, "my consideration is for the American soldier, to see that he has every available means with which to make successful war, that he is not limited in ammunition, that he is not limited in equipment, and that he has sufficient training and medical care; in other words, to see that for once in the history of this country he is given a fair break in the terrible business of making war."

Marshall knew all too well from experience about the difficulties soldiers faced while fighting overseas, and he worked tirelessly to ensure that the soldiers he was leading had everything they would need to defeat the enemy. The concern that the enlightened Marshall had for providing for his soldiers' needs went well beyond physical items such as uniforms, guns, ammunition and blankets to include entertainment, recreation, and spiritual guidance. Addressing the physical and emotional needs of the soldiers became a priority at all times because Marshall believed, "It is the spirit which we bring to the fight that decides the issue. It is morale that wins the victory."

Marshall's roles in forming the USO and expanding the Army Chaplain Corps were significant in addressing morale concerns as he grew the U.S. Army from about 190,000 soldiers in uniform in 1939 to more than 8,000,000 by war's end in 1945.

Taking Care of the Troops is being presented in partnership with Homes for our Troops with sponsorship from L-3. To make reservations, call Leigh McFaddin at 540-463-7103 or send an email to [reservations@marshallfoundation.org](mailto:reservations@marshallfoundation.org).

### Taking Care of the Troops events & activities

#### October 8

"Give Them What They Need" exhibition opens at 4:45

#### October 8

Severely wounded combat veteran Luke Murphy, U.S. Army 101st Airborne Division, talks about "Blasted by Adversity" at 5:30

#### November 18

Tom Van Doren, VP, Engineering, HDT Global, discusses equipping military amputees with robotic limbs

#### December 3

"The Things They Carried" behind-the-scenes display of unusual objects from the collection

#### December 12

Marshall Museum Holiday Open House

# FROM THE ARCHIVES

## Minary Psychological Warfare Collection Adds Dimension

By Jeffrey Kozak, Director of Library and Archives

Leaflets from the Minary Collection were used by the Army Psychological Warfare Division in World War II.

A recently donated collection sheds light on an important, but relatively little known, aspect of the Allied war effort in Europe during World War II. The John S. Minary Psychological Warfare Collection contains 129 propaganda leaflets prepared by the Psychological Warfare Division (PWD) of the Supreme Headquarters Allied Expeditionary Forces (SHAEPF).

The donor of this remarkable collection, John S. Minary, was commissioned in the U.S. Army soon after the United States entered World War II. Minary's fluency in French resulted in his assignment to various intelligence positions. In 1942 he served as the interpreter for a group of American officials who traveled to North Africa to negotiate with French authorities before the U.S. military invasion. A year later Minary was transferred to General Dwight D. Eisenhower's staff where he worked in the Psychological Warfare Division, eventually achieving the rank of lieutenant colonel.

According to Brigadier General Robert A. McClure, Chief of the Psychological Warfare Division, the primary function of the PWD was to communicate the messages of the Supreme Allied Commander, "as simply and as explicitly as possible." The work of the PWD was not confined to producing and dropping leaflets in enemy territories. It also created newspapers and radio broadcasts to communicate with German soldiers, German civilians, people living in German-occupied countries, and displaced persons.

The PWD did not begin distributing propaganda until a few days before the Allied landings at Normandy. By March 1945 more than three billion leaflets had been dropped.

The messages of the leaflets changed over time to reflect the latest developments in the conflict. The pamphlets dropped after the Allied landings at Normandy emphasized the strength of the



Allied forces and the four fronts on which the Allies were advancing towards Germany. As the Allied forces moved across Europe, the leaflets included comments on the rapid withdrawal of German forces and suggested surrender as an alternative to continued fighting. Once the defeat of Germany was inevitable the leaflets encouraged Germans to begin thinking about rebuilding their country after the war ended.

Among the propaganda leaflets found in the collection is a Safe Conduct Pass. During the height of the war more than 10,000,000 of these passes were dropped every month. This pass, bearing the signature of Supreme Allied Commander General Dwight D. Eisenhower and offering safe conduct for one or several individuals, is estimated to have been seen by 85% of German prisoners of war and was considered the most effective surrender leaflet produced by the PWD. The repeated use of the Safe Conduct Pass allowed the PWD to make revisions to it based on comments made by



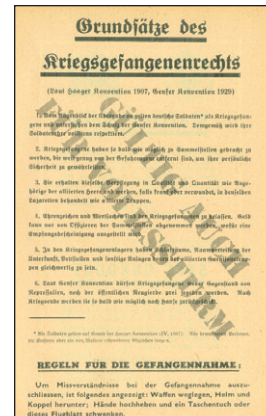
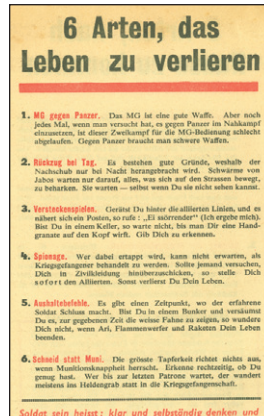
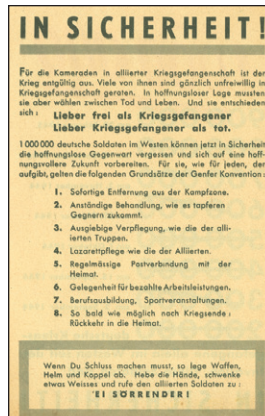


Most leaflets in the collection were printed in German. Some, such as the example on the far left, contain translations into English.

German prisoners of war such as: spelling out General Eisenhower's name because German soldiers did not recognize his signature, and changing the color of the pass from green to red, so that it was more visible on the ground.

The variety of leaflets in the collection demonstrates the different appeals that the PWD made in its attempts to convince German soldiers to surrender. One such leaflet includes a photograph of a group of German prisoners of war taking classes. The bold German text reads, "Here the reconstruction begins from an American prison camp." The text of the pamphlet describes how German soldiers can take courses in a variety of fields to prepare them to help rebuild Germany after the war.


All the leaflets from the John S. Minary Psychological Warfare Collection have been digitized and translated and can be viewed on the Marshall Foundation website.



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**Upcoming Sequences**

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women & minorities serving in the armed forces  
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**"Speed & Fury"**  
transportation in war  
(May—August 2016)

**"Let's Get a Move On"**  
movement of personnel, equipment, information  
(September—December 2016)

**"The Longest Wars"**  
two world wars, D-Day, Marshall's Men, "The Wizard"  
(January—April 2017)

# THE STRATEGIST

## FALL 2015

General John Jumper to Receive  
Goodpaster Award in December

Marshall Legacy Series Opens with Celebration  
of William and Elizabeth Friedman

New Minary Collection Contains  
World War II Leaflets

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