



Topics

The Newsletter of the George C. Marshall Foundation

Marshall remembered at graveside in Arlington National Cemetery

Foundation trustees, advisors, staff and Marshall family members gathered for a quiet, private ceremony to pay respects to the man who died 50 years ago on October 16.

“General Marshall died as he had lived, selfless in his commitment to simplicity and never wanting to call attention to himself or his accomplishments. Yet, it is precisely because of General Marshall’s selflessness that we are compelled to be here today to honor and remember him,” said Brian D. Shaw, Foundation president, in welcoming remarks on a cold and rainy morning.

“All of us, no matter how we know of George Marshall, remain awed by his example. The common thread is that General Marshall gave of himself fully and completely, with no regard for himself. That lesson endures to this day, and that is why we honor him and his memory,” he said.

U.S. Army Chief of Chaplains Maj. Gen. Douglas L. Carver spoke about Marshall’s example. “The true humility that Marshall displayed throughout his lifetime is so desperately needed in public service today, because through true humility comes real strength of service,” he said.

“It was true humility that empowered Marshall’s moral courage as a young officer to confront arguably the most senior officer in the world, General of the Armies John J. Pershing, during WWI. It was his humility at work when Marshall completely deferred to the decision of President Franklin Roosevelt to name Dwight D. Eisenhower as commander of the Normandy invasion when the role would have been Marshall’s if he had asked for it...That humility would empower his selfless service again and again when he answered the call to service as Secretary of State, President of the American Red Cross and Secretary of Defense,” he said.

“What I appreciate most deeply about...Marshall’s humility is that he knew it could not be maintained in his own strength. Marshall was passionate about soldiers and was a great soldier himself, but he was



Trustees, advisors, staff and family attended a private ceremony at Marshall’s grave.

also insightful about where a soldier’s strength is ultimately found.

“Marshall [said] ‘the determining factor’ in war is ‘something wholly spiritual’ and that it is ‘what men believe that makes them invincible.’ Those words from 1941 are as true and relevant today as they were then. They contain a timeless truth...George C. Marshall’s legacy in word and deed remains strong, now 50 years after his death, because he embodied a true humility that honored others more than self, and humbled himself in selfless devotion to God and Country.”

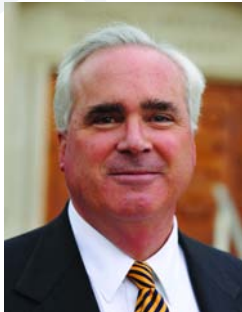


See the Marshall Foundation Web site at www.marshallfoundation.org for more photos.

Left: Chaplain Douglas Carver
Below: Piper Burt Mitchell, VMI



from the president



Brian D. Shaw

October 16, 2009 was a perfectly miserable day. As a small group of Marshall family members, Marshall Foundation trustees and friends gathered at General Marshall's graveside in Arlington National Cemetery, it was about 40 degrees and rain was falling hard.

Undaunted by the horrid conditions, Major General Douglas L. Carver, the Army Chief of Chaplains, gave an extraordinary talk on Marshall's humility.

"General Marshall possessed many noble virtues and qualities far beyond the normal person," he said. "He devoted himself to the pursuit of personal excellence, yet he lived intentionally to daily diminish himself for the benefit of others...."

"The true humility that Marshall displayed throughout his lifetime is so desperately needed in public service today, because through true humility comes real strength of service. It was true humility that empowered Marshall's moral courage."

Chaplain Carver's beautiful remarks set the stage for a week of activities commemorating the 50th anniversary of Marshall's death. From the hallowed ground of Arlington, we moved to the beautiful and lavish Ben Franklin Room on the eight floor of the U.S. Department of State.

In that elegant setting, Secretary of State Hillary Rodham Clinton and Marshall Advisor General (Ret.) Brent Scowcroft paid tribute to Secretary of Defense Robert M. Gates. Gates, Secretary Clinton said, "has a humility and aptitude for quiet, but strong leadership. He had a devotion to the men and women of the United States military. And he is a public servant with a Marshall view of the world, a Secretary of Defense committed to a brand of American leadership that draws on the sources of

our strength, fostering cooperation and spreading prosperity while keeping our military strong and ready."

In accepting the award, Gates spoke of Marshall's "strategic vision (that) yielded profound wisdom: about his country, about the world, about the nature of man. . . . His foresight, I believe, was rooted in his acceptance of man as a flawed creature, and an international landscape that reflected the stark and unfortunate reality—truths we can still absorb today. There were no holidays from history for Marshall."

Indeed. During the following week, Marshall was the subject of an in-depth analysis of his life and career in "George C. Marshall: Servant of the American Nation." The two-day symposium, jointly sponsored by the Marshall Foundation and VMI, featured a group of distinguished scholars to discuss Marshall as a soldier, a statesman, and a leader. The keynote address was given by Gen. Josiah Bunting III, whose biography of Marshall is expected to be published in 2010. The papers presented at the symposium are expected to be published in the fall or winter of 2010.

The common thread throughout this special week of observance is that Marshall remains as relevant today through this example as he was when he was alive. His humility, his integrity and his world vision are even more important.

Your Planned Gift is Important

Is it time to talk about planned giving? As you think about the future of your estate, please consider the George C. Marshall Foundation as a beneficiary of your planning. Your planned gift may provide you with considerable tax benefits, and it would certainly enable the Marshall Foundation to perpetuate the Marshall legacy.

To find out more about planned giving options, please call Rick Drake at (540) 463-7103 ext 137 to begin the conversation or visit our Web site.

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Telephone: 540-463-7103
Web site: www.marshallfoundation.org

Contact
Brian Shaw at shawbd@marshallfoundation.org
Jane Dunlap at jdunlap@marshallfoundation.org
Rick Drake at edrake@marshallfoundation.org

Contributors: Brian Shaw, Paul Barron, Joanne Hartog, Marcy Molinaro, Jane Dunlap, Rick Drake



The Jeep is one mark of General Marshall's management genius

The Marshall Museum includes a Jeep as a reminder of its importance as a method of transport but also as a symbol of the genius of General Marshall's leadership. (The Museum also includes a vintage John Deere tractor that represents the tangible assets of the Marshall Plan.)

The ubiquitous Jeep was described by Marshall as the "greatest advantage in equipment the United States has enjoyed on the ground" in his final report as Army Chief of Staff. It attracts everyone who sees it in the Museum.

"These are the instruments which have moved and supplied United States troops in battle," Marshall wrote. Marshall's leadership and vision for use of this new general purpose vehicle are illustrated by the visit of a representative from the Bantam Car Company during the fall of 1940. Marshall, a careful observer of people's qualities, selected good subordinates and then let them do their jobs without micro-managing. Major Walter Bedell Smith, assistant secretary on the General's staff, shared with the General that the sturdy, little Jeep's design had been rejected by others in the Army. After Smith's briefing, Marshall asked, "Well, what do you think?" Smith replied, "I think it's good." "Well, do it," was the General's response.

After thorough testing and some modifications to the little field transport and all-around hauler/puller that led to thousands of requests from Army outposts around the world, its reputation grew. Unfortunately, the Bantam Company was too small to handle the increasingly larger volumes of orders. Ford Motor Company joined Willy-Overload to produce the little, boxy, flat-fendered, 60 horse-powered, four-wheeled-drive Jeep, also putting a new word in the dictionaries to describe a sturdy conveyance that got people places and things done. At first it was called a General Purpose vehicle or GP that was further reduced to Jeep.

Inspiring new leaders, continuing his legacy

Inspiring future generations is a goal of the Marshall Foundation. One example is now developing at the George C. Marshall High School in Falls Church, Virginia.

In early 1961, the Fairfax County School Board set about selecting an appropriate role model to name the new school. They chose George C. Marshall. Invitations and various other types of correspondence were sent to the first principal from an



impressive list of dignitaries such as General Omar Bradley, President Harry S Truman and Mrs. George C. Marshall. Those letters of well wishes along with the ongoing correspondence and personal photographs sent by Mrs. Marshall have been saved and, with the assistance of Foundation's staff, will now form the core of the George C. Marshall High School's new archives. Today as the high school plans for a major renovation, the staff at the Foundation will assist in creating new exhibits for the school's entryway as well as providing guidance with the development of a mini-museum to honor the school's namesake.

In a related project for the Foundation, visitors to the Pentagon in 2010 will be able to learn more about Marshall's exemplary leadership style through an exhibition to be installed in the newly renovated "E" corridor. Fourteen cases are currently planned to illuminate Marshall's life and career. Foundation staff will work closely with Pentagon staff in the interpretation, design and installation of the new exhibit.

VISIT OUR MUSEUM SHOP ONLINE

for holiday gifts, including several new books, or call (540) 463-2083.

Enhanced Collections Storage

The Collections Storage area received a generous gift of gently used compact shelving from Rockbridge Development Corporation which is renovating the Rockbridge County Court House in Lexington. The gift was made possible with the help of Washington and Lee University through a phone call from Natalie Garvis, a former Foundation employee who knew of the need. The units more than double the current storage capacity, making it possible to gather the Museum's rich collection into one main area while allowing for future acquisitions.

marshall foundation award

George Marshall and Robert Gates honored at State Department event

George Marshall, the life-long student of history, was the subject on October 16 when the Foundation honored his life and legacy with a luncheon at the U.S. Department of State in Washington.

Secretary of State Hillary Rodham Clinton, Secretary of Defense Robert M. Gates and the U.S. Army Chief of Staff Gen. George W. Casey, Jr., each representing the three principal positions held by George Marshall, participated. In addition Secretary Gates received the Marshall Foundation Award for 43 years of selfless service to his country.

Welcoming the audience of 160 that included foreign dignitaries, corporate and government representatives, Foundation trustees, advisors and staff plus members of Marshall's family, President Brian Shaw said, "Fifty years ago today George Catlett Marshall completed his service to our nation and to the world. He attempted to retire three different

"He has humility and an aptitude for quiet but strong leadership. He has a devotion to the men and women of the United States military. And he is a public servant with a Marshall view of the world..."

Reinforcing the strong relationship between the State and Defense departments, she said, "I personally am very grateful to have a voice like Secretary Gates' at the Pentagon calling for more support for the State Department, for strengthening our capacity for development and diplomacy."



Lt. Gen. Brent Scowcroft (left) and Chairman of the Marshall Foundation Board of Trustees Jay Adams present the Marshall Foundation Award to Secretary Robert Gates.

times after World War II, but each time he was recruited for difficult jobs by President Truman. Marshall always answered the call... Today we are pleased to have with us three great Americans who have also answered the call to public service."

Speaking first, Secretary Clinton said she was "delighted that the Marshall Foundation, which has done such great work to keep the lessons and the spirit of General Marshall's leadership alive, has chosen to honor Secretary Gates with this prestigious award. As the United States faces up to the responsibility history has placed upon us once again, I could ask for no better partner and America could ask for no better leader.



Lt. Gen. Brent Scowcroft, USAF (Ret.), who introduced Secretary Gates, presented the award along with Foundation Chairman of the Board Jay Adams. In accepting, Gates noted that "Marshall's skill in navigating the bureaucratic trenches probably had its root in his austere personality. That mien was, in many respects, a manifestation of his intellect—of his deeply contemplative nature. This is not say that he was always correct, even when he had thought through an issue.

"But, more often than not, on the big things—those that really mattered—Marshall's strategic vision yielded profound wisdom: about his country, about the world, about the nature of man. In the immediate aftermath of World War I, he knew already that the 11th hour of the 11th day of the 11th month signified only an interlude between great and furious storms. So he started writing down the names of all competent officers he had met in his various posts. Years later, those officers would lead the American Army in World War II.

"His foresight was, I believe, rooted in his acceptance of man as a flawed creature, and an international landscape that reflected that stark and unfortunate reality—truths we can still absorb today..."

marshall foundation award



Left to right: Brian Shaw, President of the Marshall Foundation; Gen. George W. Casey, Jr., U.S. Army Chief of Staff; Robert M. Gates, Secretary of Defense; Hillary Rodham Clinton, Secretary of State; Jay Adams, Chairman of the Board of Trustees

In his willingness to serve America and the world throughout the great travails of the 20th century, George Marshall more than affirmed the...purposes to which he devoted himself. And in persisting in this affirmation for all his living days, he made of himself an ideal that we should all aspire to emulate," he concluded.

Following lunch, Jay Adams remarked when introducing Army Chief of Staff General George Casey that "above all, Marshall was a teacher. We know the leadership lessons of George Marshall are timeless, and we readily share those lessons with the next generation of leaders in uniform [through the annual R.O.T.C. seminars]. U.S. Army Chief of Staff General George Casey knows those lessons as well," he said.

"Perhaps one of Marshall's greatest legacies is the example he set for the character and competence of a military professional in a time of crisis. On the first of September 1939, when George Marshall was sworn in as the Army Chief, it was a tough day. In his own words, he recalled, 'My day of induction into office was momentous,' he said, 'with the starting of what appears to be a World War,'" said Gen. Casey.

"We're here today—in part—because George Marshall survived that first day and, over the next six years...Marshall oversaw the dramatic expansion of the Army and built the forces that were ultimately victorious in the war. He also played a key role in running the war and in crafting a unified global strategy for victory."



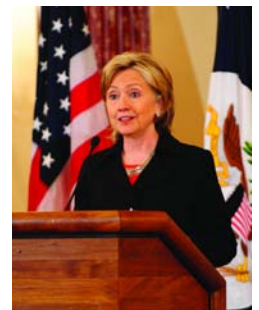
photo credit: Cherie Cullen, Department of Defense

Quoting from a letter to Marshall from Winston Churchill, Casey read, "It has not fallen to your lot to command the great armies. You have had to create them, organize them, and inspire them....There has grown in my breast through all these years of mental exertion a respect and admiration for your courage and massive strength...which has been a real comfort to your fellow toilers, of whom I hope it will be recognized that I was one."

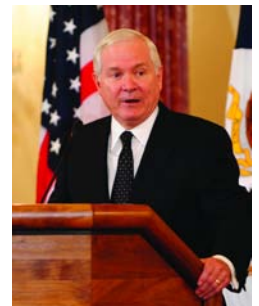
Secretary Gates summed up the day when he said earlier, "There were no holidays from history for Marshall." Indeed.



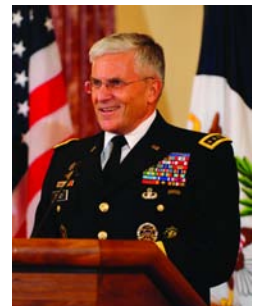
To read, see and hear the events of the day, go to www.marshallfoundation.org



Secretary Clinton



Secretary Gates

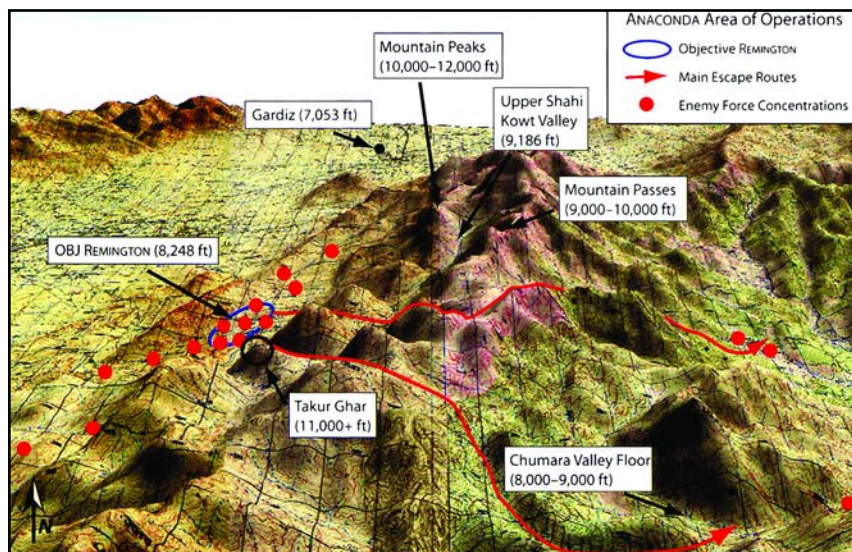


Chief of Staff Casey

Foundation Develops Virtual Staff Ride for U.S. Air Force

George Marshall would embrace the virtual staff ride (VSR) developed at the Marshall Foundation. As an innovator in military tactics, he welcomed the use of new technologies such as the use of aircraft for battlefield observation in World War I.

The staff ride has been used by military forces for more than a century to examine terrain on which an actual battle has occurred. While changes in technology and corresponding changes in doctrine render some staff ride lessons obsolete, other lessons are timeless because they spring either from operational principles or from human characteristics such as the ability to assess terrain tactically, quickly, almost intuitively.



credit: U.S. Army

The staff ride concept has been brought into the 21st century under the direction of Gen. Paul Gorman, USA (Ret.), a member of the Council of Advisors, and Paul Barron, director of library and archives. They have integrated computer technologies to produce the virtual staff ride concept springing from battles that Marshall planned in WWI under General Pershing that can be presented and received anywhere so long as the presenter and receiver have access to the Internet or are together in the classroom.



credit: U.S. Army

“It’s innovative. It’s unique,” said Barron. “The VSR is collaborative learning that employs techniques to elicit interaction among all participants. The goal is to use historic battles to teach those aspects of warfare that do not change over time, the influence of terrain on tactics, the uncertainties of war, and especially the role of the officer leader. Marshall would approve.”

Virtual Staff Rides provide the opportunity to leverage technology as a way to make terrain comprehensible to today’s technology-literate students. The VSR brings the battlefield into the classroom for leadership development. It is centered on decisions made by yesterday’s combat leaders to provide learning and decision-making experiences for leaders of tomorrow. VSRs draw on digital archives for maps, operational records, photographs and other textual and graphic materials to depict the terrain, events, and personalities of a historic battle.

Using Current Examples and Technologies

The Roberts Ridge virtual staff ride developed for the U.S. Air Force R.O.T.C. introduces many of the virtues of a traditional battlefield staff ride—an appreciation of a complex tactical environment, the chaos of rapidly changing situations, the demands of leadership and decision-making—in a classroom. Students will be encouraged to see through the eyes of the soldiers and airmen who fought for their lives atop the 11,000-foot peak of Takur Ghar in Afghanistan in March 2002.

The exercise is also a subtle, but thorough, lesson in modern air-land warfare. The Battle of Roberts Ridge was a 50-meter, direct-fire fight in combination with a global air-and-space-power network. The staff ride examines not only the amazing orchestration of precision technologies but also the impenetrable fog of war, striving to understand both what is unique and what is timeless.

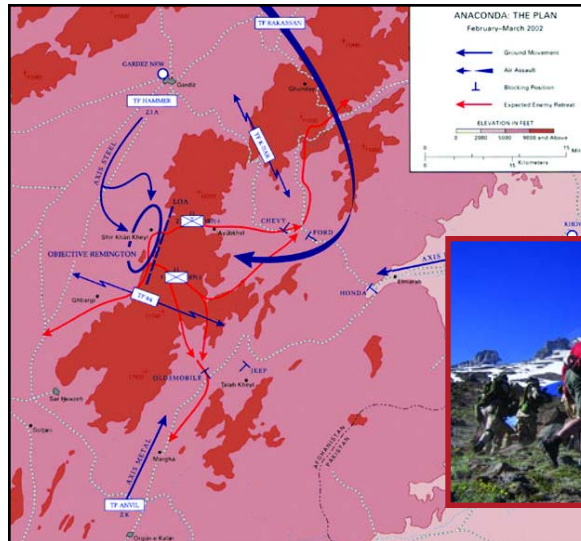
To do so, the staff ride focuses intensely on a handful of key moments in the engagement. In each vignette, it employs a variety of media, including video interviews with the participants, terrain and flight simulations, situation maps and more to make the moment seem as vivid as possible. In addition to raising critical issues of air-land integration, it will concentrate on the decision-making of key leaders. Students will be asked not only to understand why certain choices were made but also why others were not and what might have been different if other choices had been made. “We do not only want to make history come alive but to learn from it,” said Barron.



The staff ride can be readily tailored to the desires of the instructor or the needs of a class. Each vignette is rich with issues, both in regard to tactics and techniques of air and land forces and in regard to the challenges of battlefield leadership. It is also easily "scalable," from as brief a period as an hour to several hours. Most of all, the ride is designed to maximize student participation.

Even a traditional staff ride is, in essence, a virtual experience, pulling students mentally into the mind of the combatant, where decisions must be made in a timely way, with incomplete information, imperfect understanding and while in danger and under physical duress. "We have attempted to provide an R.O.T.C. instructor with the materials needed to lead students through an imaginative exercise," he said.

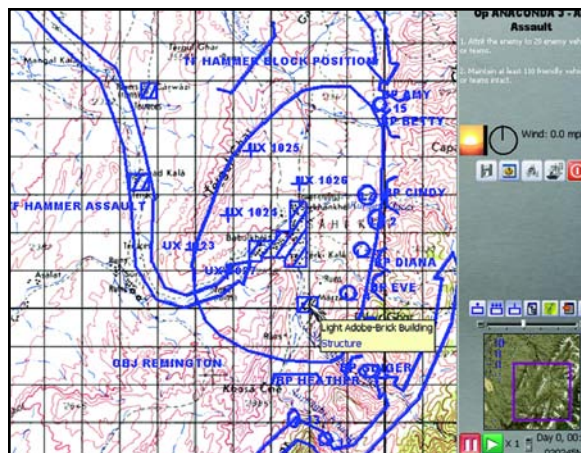
"The implications for teaching are enormous. A subject area expert or military instructor in Washington, DC can present to an R.O.T.C. unit in Denver in real time," said Barron. "We've given the military community a teaching tool and learning experience for the 21st century."



Far left: Foundation photo of Marshall conducting a staff ride for the Illinois National Guard.

credit: National Geographic

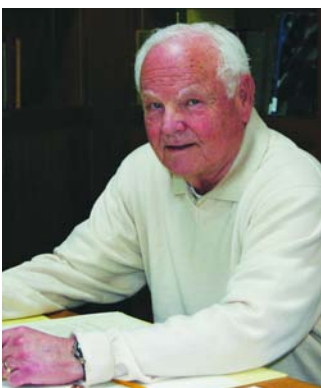
credit: U.S. Army



credit: U.S. Army

A Few Researchers and their Books

Many researchers access the collections for papers, articles, and books. Just a few of them and their work are listed here.



Robert Jordan, Ph.D., internationally recognized historian of the Cold War and of the United Nations and NATO, is working on a biography of General Andrew Goodpaster.

Andrew Roberts

Author of Masters and Commanders: How Four Titans Won the War in the West, 1941-1945

Christopher Catherwood, Ph.D.

Author of Winston Churchill: The Flawed Genius of WWII

Rick Atkinson

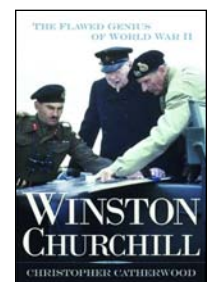
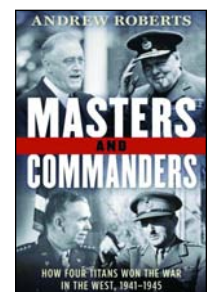
Author of An Army at Dawn: The War in North Africa, 1942-1943

Dik Daso, Ph.D.

Smithsonian Institution, author of Hap Arnold and the Evolution of American Airpower

John Adams

Working on a biography of General Jacob Devers



scholarship & programs

Marshall Undergraduate Scholars Program Thrives for 35 Years

The World War II era remains fertile ground for students, researchers, and authors, some of whom such as the annual Marshall Scholars have special access to primary resource materials.

Thirty years ago, Joel Segall, now an attorney in Baltimore, conducted research in the Marshall Library as a Marshall Undergraduate Scholar from Washington and Lee University. Last year, his son Zachary enjoyed a similar experience, utilizing the



Father and son Joel and Zack Segall, both Marshall Undergraduate Scholars from their days at Washington and Lee University, visited in the Research Library last spring.

archive's original documents as Washington and Lee's 2008-2009 Marshall Scholar.

Zack examined the William C. Foster Collection for his paper, "Early Attempts to Formulate Nuclear Arms Control and the Role of William C. Foster." His father had researched Marshall's Mission to China. Their papers are part of a permanent reference collection that includes all Marshall Scholar projects since the program's inception in 1975.

Now entering its 35th year, the program conceived by Marshall Foundation directors, Ambassador Fred Hadsel and Secretary of Defense Robert Lovett, has endured and thrived. The Marshall Undergraduate Scholarship continues to offer students the same challenge articulated by Secretary of State George C. Marshall during a speech at Princeton in February 1947:

I am...greatly concerned that the young men and women of this country, men like yourselves and the students in every university, college and high school in the United States, shall acquire a genuine understanding of the lessons of history as they relate to governments and the characteristics of nations and peoples, and as to the causes of the wars which have destroyed so much of human life and progress.... these, in my opinion, are great musts for your generation.

Marshall ardently believed the elimination of war in the world relied upon the minds of its youth.

Toward this end, the Marshall Foundation provides an opportunity for exceptional students from nearby colleges and universities (as many as 30 per year) to write a paper using the collections of primary materials housed in the Marshall Research Library and Archives.

Students select a topic involving twentieth century diplomatic/military history or political affairs from 1898 to 1960—the approximate dates of George C. Marshall's public service.

Projects on World Wars I and II, the Korean War, the Cold War, Marshall's China Mission, the Marshall Plan, Intelligence, propaganda, women's roles, and the citizen-soldier have remained popular over the years.

Although a program director and academic advisor assist the Scholars with their projects, the nominating professor at the home institution awards academic credit to the student. The Marshall Foundation offers \$300 to cover travel expenses and a cash award of \$250 for an acceptable paper. During the academic year, the Scholars convene twice to discuss their work, present their research data and defend their conclusions.

Like Zach and his father, most Marshall Scholars plan to pursue their interests through graduate studies in history and international affairs, law, or the foreign service. Former Marshall Scholar, Brian Crimm, is now a history professor at Lynchburg College. This year, he will guide two students through the Marshall Scholars experience.

True to the wishes of its namesake, the Marshall Scholars Undergraduate Scholarship has inspired students from more than 50 institutions to investigate the major questions of history through original documents, then determine their significance through the writing process. In Marshall's mind, this is the path to peace.

George C. Marshall Prize for Strategic Studies

Each spring the Marshall Foundation presents a writing award to a graduating senior in the School of International and Public Affairs at Columbia University whose paper best addresses issues regarding defense policy, military strategy, arms control, intelligence, peacekeeping, negotiation, and alternatives to the use of force as an instrument of policy. The 2009 winning paper, *The Trans-Atlantic Alliance*, was written by Eric Hoplin. Eric is currently employed by Booz Allen in Washington, DC.

The 2008-2009 Larry I. Bland Marshall Undergraduate Scholars Prize for best paper was awarded to Richard Hulver of Shepherd University for his paper, "A Faith Kept: The Leadership of John J. Pershing and George C. Marshall in the American Battle Monuments Commission."

Foundation to Examine Public/Private Collaborations using Marshall Plan

Good ideas never die. The Foundation will begin a five-year initiative to examine the Marshall Plan model of public/private collaboration and of regional redevelopment as the most effective platform for the economic redirection and reconstruction of strategic, conflict-ridden areas.

Consisting of one national and four international business diplomacy summit meetings of business leaders and policymakers, the program will deliver policy-related research to evaluate ways to facilitate improved government-business relations, spurring economic redevelopment on a regional as well as country-specific basis. The proposed foundational study is intended to serve as a guide and “road map” to rebuild the interest of business and other civilian groups in partnering with the State Department and other agencies to carry out essential overseas post-conflict reconstruction operations.

In 2005 the Foundation began serious study of these ideas resulting in publication of two scholarly volumes that identified accomplishments, benchmarks, and lessons to be extended into current U.S. post-conflict reconstruction planning and execution. As part of that work, it became clear that a comprehensive study highlighting the special role and contributions of the private sector, especially business, was needed to fully understand how innovative programs were developed and national and regional economic transformations occurred.

A central legacy of the Marshall Plan was the development of a government policy framework that

encouraged direct private sector involvement and leadership in the reconstruction of post-WWII Europe. The strong commitment on the part of Marshall Planners to forge and maintain effective, productive public/private collaborations cannot be underestimated. These partnerships proved essential in the creation of successful, innovative programs that allowed participant nations not only to recover but to realize lasting transformations in their economies flowing from business modernization, financial stabilization and growth, and rising living standards.



Author Nicholas Thompson discussed his new book, *The Hawk and the Dove: Paul Nitze, George Kennan, and the History of the Cold War*, about his grandfather Paul Nitze and his 50-year friendship with George Kennan despite their opposite views on most U.S. foreign policy issues. Both men worked for and admired Secretary of State George C. Marshall. Thompson researched his book in the Marshall Library.

Franklin Roosevelt's choice for Army Chief of Staff

President Roosevelt was expected to announce the name of the next army chief of staff before the summer of 1939. There were 67 general officers on active duty as Roosevelt considered his choice. Of this group, 20 major generals and 11 brigadier generals ranked ahead of George Marshall.

Hugh Drum was widely considered to be the leading candidate for the chief's job, and he actively campaigned for the position. The strength of Drum's own campaign may have worked against him.

Marshall was instructed to meet President Roosevelt in the White House on Sunday, April 23. He arrived at approximately 3:35 P.M. and stayed 40 minutes. He was to be the new chief of staff, the president

said. As soon as Malin Craig took his leave of absence prior to retirement—at the end of June—Marshall would become acting chief of staff. He would be sworn-in on September 1, 1939. Seeking to avoid the interviews and the congratulatory publicity that would inevitably follow the announcement of his promotion, Marshall asked the president to postpone the release of the news until April 27. By that time he expected to be gone on a week-long inspection trip of West Coast installations.

Marshall was sworn in on September 1 as planned. War broke out in Europe that same day.

As they say, the rest is history—70 years ago.

Source: *The Papers of George Catlett Marshall*, ed. Larry I. Bland and Sharon Ritenour Stevens





Christine Carrico, Ph.D.

Carrico, Cody, Kansteiner Join Board of Trustees

Chairman of the Board John B. Adams, Jr. announced the election of three members to the Board of Trustees following the Board meeting in May. Two individuals also joined the Council of Advisors.

Christine Carrico, Ph.D., of Derwood, MD; Gen. Charles Cody, USA (Ret.), of Arlington, VA and Walter Kansteiner, of Washington, D.C. will serve three-year terms on the Board of Trustees.

Doctor Carrico, who is a graduate of Hollins Univ. and Yale Univ., is executive officer of the American Society for Pharmacology and Experimental Therapeutics located in Bethesda, MD. General Cody, a graduate of the U.S. Military Academy, retired from active duty in the U.S. Army after a 32-year career. He is a corporate vice-president at L-3



Gen. Charles Cody, USA (Ret)

Communications in Arlington, VA. Mr. Kansteiner is a founding principal of The Scowcroft Group in Washington, DC. He graduated Washington and Lee Univ.

Gen. Edward "Shy" Meyer, USA (Ret.) and former U.S. Sen. Charles W. "Chuck" Hagel have joined the Council of Advisors. Gen. Meyer stepped down as Chairman of the Board after eight years in December 2008. He has been named Chairman Emeritus in recognition of this distinguished service. Sen. Hagel is the Distinguished Professor in the Practice of National Governance of the Georgetown Univ. School of Foreign Service in Washington, D.C.



Walter Kansteiner

NHPRC and Lenfest Foundation Invest in Marshall Papers Project

Editor Mark Stoler and Project Director Dan Holt are concluding Volume 6 and beginning document selection for the seventh and final volume of The Marshall Papers project, a signature endeavor of the Foundation. Scholars, researchers, teachers and students will use the papers for years to come.

Private and public funding has allowed the project to proceed for many years. Adding to funding by the National Endowment for the Humanities and from Jack Rudin and the Mary and Samuel Rudin Foundation, the NHPRC (National Historic Publications and Records Commission) has awarded a \$44,000 grant for 2009-2010 and the Lenfest Foundation has awarded a \$250,000 grant for the remainder of the Papers project. Volume 6 will be published in 2011, and Volume 7, in 2013.

Distinguished historians have given their opinions on the importance of the Marshall Papers project. Alfred D. Chandler, Jr., wrote, "This is a project of

major significance, for George Marshall was one of the most significant figures in the history of the twentieth century. These volumes will help to give a clear picture of the man, his style and personality, his unique traits and idiosyncrasies." Norman C. Graebner observed that "the Marshall Papers comprise basic material that any student of recent American military or diplomatic history must use."

Previously published volumes are available through the Marshall Museum shop online at the Foundation Web site or by calling (540) 463-2083.



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★ *in brief...*

VMI and the Marshall Foundation co-hosted a two-day symposium called **George C. Marshall: Servant of the American Nation**. More than 130 attended. The two institutions will co-host the annual meeting of the **Society of Military History** to be held here in May 2010. These events and others are held in VMI's new **Center for Leadership and Ethics**, called Marshall Hall on post.

Visit the [Museum Shop online](#) or in person for holiday gifts, including several new books.

You are invited to attend the fourth annual **Holiday Open House** to be held in the Museum on December 5 from 10:00 am to 1:00 pm.

The *Journal of Military History* has received prestigious prizes for two articles published in 2008. The Naval History and Heritage Command and the Naval Historical Foundation have awarded the Rear Admiral Ernest M. Eller Prize in Naval history to **Dr. Timothy Wolters** for his article, "*Electric Torpedoes in the Confederacy*." The Army Historical Foundation has awarded its prize for the best article on the U.S. Army to appear in a journal or magazine in 2008 to **Dr. Andrew Birtle** for "*PROVN, Westmoreland, and the Historians*." The Journal is published by the Foundation and VMI.

Commentaries on George Marshall written by Brian Shaw, Warren Bingham and Dr. Thomas Henriksen have appeared in the op-ed sections of the *Richmond Times*, *Raleigh News & Observer*, and *Roanoke Times*. You can read them on our [Web site](#).



Administrative Staff Changes Fill Foundation Needs

Linda Maini has returned to direct R.O.T.C. programs in 2010. The Air Force R.O.T.C. Seminar will be held again in Reston in January. Linda was coaxed back to the Foundation and out of retirement following the departure of Bob James during the summer. Linda will be assisted by Debbie Barron, who is the assistant director of R.O.T.C. programs. Linda had been employed at the Foundation for many years before retiring a few years ago.

Jeffrey Kozak has joined the staff as assistant archivist and librarian to fill the post vacated by Peggy Dillard who became the director of library and archives at the Woodrow Wilson Presidential



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

The current issue of *Topics* can be read online at www.marshallfoundation.org.

The Foundation hosted a **Marshall Immersion Workshop** for teachers from the U.S. and Europe.

Former VMI Superintendent Lt. Gen. Josiah Bunting delivered the keynote address on "The Mind of Marshall" as part of the two-day symposium hosted by the Marshall Foundation and VMI on "George Marshall: Servant of the American Nation" in October. General Bunting's book on Marshall will be published soon.



History teachers from the United States and Europe spent two days in the Research Library this summer as part of a Marshall Immersion Workshop. They will use their research to complete and teach sections on George Marshall and the Marshall Plan.

Library in Staunton where she lives. Jeffrey and his wife will complete their move from Los Angeles soon. Jeffrey is a Virginia native and a graduate of the University of Virginia.

He earned an MLIS with a concentration in archival studies from UCLA where he worked at the UCLA University Archives during and after graduate school.

Seth Bullard, who graduated last spring from Washington and Lee University, has joined the Marshall Papers staff as a research assistant.

in this issue

Topics

- ★ Marshall remembered on October 16
- ★ Defense Secretary Robert Gates receives Marshall Foundation Award
- ★ Foundation develops VSR for U.S. Air Force
- ★ Plus news about programs, the museum, the library and archives and the Foundation

Read *Topics* online at www.marshallfoundation.org



FALL 2009

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VMI Parade ★ P.O. Box 1600
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