

## SEARCH BEGINS FOR FOUNDATION PRESIDENT

The Board of Trustees has begun the search for a new president of the Foundation. The new permanent president will succeed Brian D. Shaw, who resigned to become assistant to the president of Virginia Commonwealth University in Richmond.

George H. "Skip" Roberts, Jr., will serve as interim president until a permanent president is named. Roberts has been legal counsel for the Foundation for 10 years and is familiar with the operations and programs of the Foundation.

"We are very pleased to have someone with Skip's background and knowledge of non-profit institutions to work with the staff during the interim period," said John B. Adams, Jr., chairman of the Board of Trustees. "He brings a lot of experience in management, fundraising, corporate law and other key areas that will serve the Marshall Foundation well."

A graduate of the Virginia Military Institute and the University of Virginia School of Law, Roberts is currently of counsel to the firm Wharton, Aldhizer and Weaver, PLC where he began his law career in 1971.

From 1991 to 1998 Roberts served as executive vice president and general counsel of the VMI Foundation. Afterwards he was a partner at Christian & Barton in Richmond, Virginia, before returning to Wharton, Aldhizer and Weaver in 2003.

Roberts will be part of a transition management team that includes John B. Adams, Jr., chairman of the Foundation Board; Christine K. Carrico, chair of the Finance Committee and a member of the Executive Committee of the Board and Carol Ezick Wheeler, the Foundation director of finance and administration and secretary to the Board.

"Brian was an active president who was fully engaged in the many projects and programs of the Foundation. We are sorry to see him leave but are deeply grateful that Skip Roberts will assist with the transition," said Board chair Adams.

The Executive Committee of the board of trustees has retained the firm of Bryan & Jordan LLC to conduct the search for the permanent president.

Founders Charles Bryan, Ph.D., and Daniel Jordan, Ph.D., bring outstanding credentials and deep knowledge and experience to the assignment. Dr. Bryan is president and CEO *emeritus* of the Virginia Historical Society. He retired in 2008 from VHS after 20 years of service. Dr. Jordan is president *emeritus* of the Thomas Jefferson Foundation. He retired in 2008 following 23 years at Thomas Jefferson Foundation. Brent Glass, Ph.D., the director *emeritus* of the Smithsonian National Museum of History, will lead the search for Bryan & Jordan.

Shaw was named president of the Marshall Foundation in January 2008. He joined the Foundation staff as director of communications and development in 2000.

As president, Shaw was engaged in all aspects of the Foundation. He has been instrumental in the development of the Foundation's leadership programs and international initiatives. Under Shaw's leadership the Foundation's library and archives has extended its reach through an aggressive program of digitization and automation through the use of social media. As a result of this effort, nearly 100,000 "virtual" students, scholars and others from more than 130 nations will have visited the Marshall library and archives in 2013 by the end of this year. Interestingly, the number of actual or real visitors has increased during that time as well.



Interim President  
Skip Roberts

# FROM THE CHAIRMAN



John B. Adams, Jr.

As our recently departed President Brian Shaw liked to remind us, paraphrasing the directive of one of his predecessors, “Don’t let this place become a polite mausoleum.”

During Brian’s five years as president and 13 years total in service to the Foundation, he has lived those words by leading the Foundation in directions that have included memorable Marshall Foundation Award events honoring outstanding national and international leaders, a first travel program to Marshall’s Europe, an international program striving to deploy the best thinking and practices of the Marshall Plan to new democracies following the Arab Spring uprisings, and leadership education programs to reach promising emerging leaders in government, business and military service. We wish Brian the very best as he begins a new position as assistant to the president of Virginia Commonwealth University in Richmond.

The Board of Trustees has begun the unenviable task of finding a successor to Brian’s dynamic leadership. We are as determined as he was not to let the Marshall Foundation become a polite mausoleum. Sure, our world-class research library will continue to assist scholars and thoughtful students who study individuals, organizations and events of the first half of the 20th century. The decades-long signature project of the Foundation, The Marshall Papers, nears completion within just months. This then is the perfect opportunity to inject yet more dynamism into the programs of the Foundation.

To that end, the Executive Committee of the Board of Trustees has begun a search for a successor. Readers knowing of a candidate who possesses the unique collection of skills and experiences to lead the Foundation into its second 50 years are urged to write to me.

Beyond that we want every one of our many friends, donors, scholars, students, and advocates to know that although these are unusual circumstances, they are not unique. We’ve had several presidents in the past 50 years, and we expect to have many more in the future. Each has been a responsible custodian of the Marshall mantle mindful of the challenges of preserving a unique legacy while simultaneously engaging the public in sharing an appreciation of General Marshall’s greatness.

As Brian asked us just two years ago, “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 and more in the coming months as it charts the future of the Foundation. We invite you to remain engaged in the exciting changes and the work of the staff and Board that will ensue.

A handwritten signature in black ink, appearing to read "John Adams". The signature is fluid and cursive, written on a white background.

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# LEADERSHIP PROGRAMS

## *The Courage to Lead* Series of Leadership Education Programs Rolls Out

The Marshall Foundation conducts educational programs to prepare emerging leaders in military service, public administration, foreign service and business in the essentials of strategy, vision and leadership. Using the leadership principles of George C. Marshall presented in contemporary analysis and example, coupled with the expertise of outside authors and lecturers in leadership, the Foundation tailors each seminar or conference to the objectives of the organization or client. *The Courage to Lead* series offers an unusual look at leadership challenges today through a distinctive prism.

*The Courage to Lead* theme is the unique identity for these leadership programs. Military, diplomatic, civil service, and business leaders must solve complex problems that are compounded by diverse cultural, economic, and political factors. Many are being given this responsibility early in their careers. They must have or develop the courage to lead.

To be successful, these emerging leaders need an education that includes broad strategic problem-solving insights and an understanding of the interrelated variables influencing an outcome. *The Courage to Lead* set of offerings addresses this need. In a long, productive career of public service, George C. Marshall solved some of the biggest, most complicated problems the world had seen.

*The Courage to Lead* concept alludes to General Marshall's exemplary courage to take charge, take action, take risks, resist bad ideas, encourage challenges from subordinates, confront authority, and propose bold thinking and action. With candor, commitment and character, Marshall had the courage to lead. He had that remarkable ability to see solutions others had not seen, to propose bold strategies and the integrity to remain true to his vision.

*The Courage to Lead* includes sessions that can be woven into one- or multi-day workshops or seminars.

- The Character and Skills of Courageous Leaders
- The Ethics of a Courageous Leader
- Leadership and Social Power: Leading Up
- The Power of Partnering in Leadership Success
- Loyal Dissent and Moral Courage
- Leading Change: The Power of Vision



- Communication and Collaboration for Team Success
- Leading in an Era of Exponential Change
- Strategic Leadership: The Marshall Plan
- The Leader as Mentor: Developing the Next Generation

This series presents opportunities for follow-on sessions such as strategic leadership, statesmanship and legacy leadership. The content can also be reoriented to senior leaders for whom elements of strategic thinking, complex problem solving, and achieving clarity of vision are important factors in their success. Such a session on “Strategic Leadership” covering two-and-one-half days has been developed for the Federal Executive Institute in Charlottesville as a wrap-up to the four-week residential program for senior federal government executives. It focuses on developing strategic thinking that embraces cross-government collaboration and draws on contemporary examples of strategic leadership (successes and failures) as well as research on the brain and decision making.

The Foundation has delivered programs for BAE Systems, HDT Global, Federal Executive Institute, Treasury Executive Institute, NASA, US Army Cadet Command, US Army Reserve Officers Association, US Army JROTC, US Air Force Officer Accessions Command, the Council of State Governments and business and community leaders in several cities and regions. Upcoming engagements with the Presidential Management Fellows, Federal Executive Institute and the National Association of Counties are being developed.

Terry Newell, Ed. D., standing (center) with back to the camera, addresses a session of the week-long Toll Fellows orientation to leadership on “The Character and Skills of Exceptional Leaders” during which he urged the Fellows to strive to move beyond effective leadership to positions of statesmanship. The Toll Fellows are selected annually from each state by the Council of State Governments. This session was held in the State Senate chambers in Frankfort, KY in August.

# SCHOLARSHIP PROGRAMS

Archivist and Assistant Librarian Jeffrey Kozak, standing (right) in the recently refurbished Library, assists a researcher.

The Foundation has been selected to participate in the Google Cultural Institute and will put Marshall Plan videos and images online, including our special video of the audio recording of Gen. Marshall's address at Harvard in June 1947 accompanied by photographs taken after WWII showing the devastation in western Europe, (you can see it on the home page of our web site). The Google program includes prestigious institutions and organizations from around the globe. In addition the research library was featured in the October issue of *The Informed Library Online*. See <http://goo.gl/gTIYFD>. Archivist Jeffrey Kozak wrote the article. The Marshall Library is the fifteenth to be selected for this recognition. Previously featured libraries included those from Australia, Belgium, London, NATO, the U.S. and the West Indies.



## Marshall Papers Project Receives Two Prestigious Awards

The Marshall Foundation project that has produced six volumes of *The Papers of George Catlett Marshall* has been recognized for editorial excellence by two prestigious organizations.

The Association for Documentary Editing presented the 2013 Lyman H. Butterfield Award for significant contributions in documentary editing, teaching, and service to the Marshall Papers Project. The Papers Project represents not only high editorial standards, but volumes that, in the words of a reviewer in the *Journal of American History*, “read virtually as a narrative.”

The Butterfield Award recognizes the work of the late Larry Bland, who served as editor of the first five volumes of the series until his unexpected death in 2007 as well as the work of former associate editor Sharon Ritenour Stevens who died in August 2013.

The new project team, led by Mark Stoler and Dan Holt that completed Volume Six, has maintained the high standards of Bland and Stevens. They will bring the project to completion with publication of the final volume in 2015.

Volume Six of *The Papers of George Catlett Marshall* published in early 2013 that highlights engagements, alliances, and the “Marshall Plan” during Marshall’s years as Secretary of State

received the Arthur S. Link–Warren F. Kuehl Prize for Documentary Editing from the Society for Historians of American Foreign Relations.

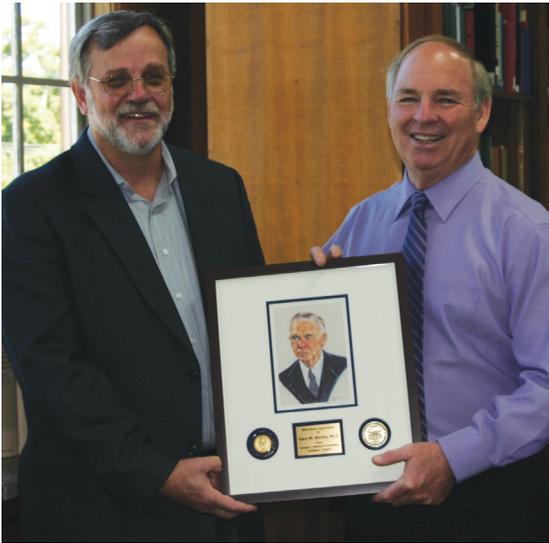
The Link–Kuehl Prize is awarded for outstanding collections of primary source materials in the fields of international or diplomatic history, especially those distinguished by the inclusion of commentary designed to interpret the documents and set them within their historical context.

## Prize for the Use of Digital Technology in Teaching Military History Established

The Society for Military History (SMH) in partnership with the Marshall Foundation have announced a new prize to be awarded annually to an individual, group or institution that creates, designs and implements material for use in teaching military history utilizing evolving digital technology.

The Society for Military History is now soliciting nominations for its new SMH–George C. Marshall Foundation Prize for the Use of Digital Technology in Teaching Military History. The award includes a \$1,000 prize and a plaque presented at the Society for Military History awards luncheon in April 2014 in Kansas City.

Through this prize the Marshall Foundation and SMH seek to provide an incentive for creating new and innovative technology-based curricula for use



in teaching military history. This prize is intended to stimulate new thinking in how technology can be used to create new and better tools for studying military history.

The most important criterion for the successful project will be its utility for teaching military history in a classroom environment, although consideration will also be given to projects that help students with self-development or collaborative learning. A second criterion will be its suitability for publication as a digitally interactive publication, embodying multimedia and incorporating exercises that confirm the user's comprehension.

For the 2014 awards, projects produced in the last five years (2008-2013) are eligible; this window will narrow in the future to focus on newer projects rather than on a body of work. However, realizing that electronic projects can be added to, projects can be re-nominated at three-year intervals.

Nominations (including self-nominations) and all supporting materials for the 2014 prize should be submitted electronically by November 15, 2013 to [smh.digital.prize.committee@gmail.com](mailto:smh.digital.prize.committee@gmail.com). A cover letter, not to exceed one page, addressing the two selection criteria is necessary.

### Digitization Program Advances with Assistance from Virginia Tech

Deploying the resources of Virginia Tech's Digital Imaging and Archiving department, Dr. Gary Worley and his colleagues scanned, formatted and indexed the massive 3,700-page Marshall Plan volume, which is the only known copy in the



world, and posted it to our web site for researchers to access online. In addition they have scanned all four volumes of Forrest Pogue's 1,300 page biography of General Marshall and the six volumes of the Marshall Papers, all of which are also available online. As the Foundation makes more digital information available online, it is redesigning its web site, particularly the digital library portion, to accommodate the growing volume of online content it intends to post as well as increased demand from researchers worldwide.

Marshall Foundation Librarian Paul Barron (top left photo) gives Virginia Tech collaborator Dr. Gary Worley (left) a framed print of General Marshall in recognition of Virginia Tech's significant contributions to the Foundation's digitization project. Above Foundation President Brian Shaw and Carol Wheeler, director of administration and finance, talk with Ed McCarter at the National Archives about Marshall Plan photos, about 21,000 images total, to be scanned and given to the Foundation. A documentary film crew from China hams it up with the Oscar that's been on display in the Museum after a long day copying documents regarding the Korean War from the Van Fleet collection.

# FOUNDATION NEWS

Mona Yacoubian talks about the current situation in the Middle East and the joint project of the Foundation and The Stimson Center, *Pathways to Progress*, in the Pogue Auditorium.



## Foundation, Stimson Hold Conference in Tunis on Regional Economic Integration

The Arab transitions, now in their third year, continue to face daunting challenges of building democratic governance, economic growth and development, and security. To date, change has not come quickly, and the instability that accompanied the uprisings has exacerbated economic ills. However, the potential benefits of greater economic cooperation among North Africa countries may yield results.

To look at the possibilities, the Stimson Center and the Marshall Foundation in partnership with the Tunisian organization, the *Institut Arabe des Chefs d'Enterprises* (IACE), held a two-day conference in Tunis in late June conference to discuss regional economic integration in the Maghreb.

Speaking at the Marshall Foundation in October, Mona Yacoubian reviewed the conference and summarized three key points. “The change was homegrown. There were genuine populist aspirations for a different and better life,” she said. “The uprisings were initially peaceful and were not about violent revolution. The movements were broad based and were not particularly Islamist in nature. They were not anti-US and anti-Israel. They were about change and dignity.”

The roundtable-style conference in Tunis in June featured 25 participants primarily from North Africa (Morocco, Algeria, Tunisia, Libya) as well as representatives from the United States, Europe, and Japan. Participants were drawn from a wide

cross section of stakeholders, including the private sector, civil society, think-tanks, international financial institutions, and government. The Tunis Conference on Regional Economic Integration is part of a larger project, *Pathways to Progress*, which seeks to relate the big ideas of the post-World War II Marshall Plan to the Arab states in transition. Mona Yacoubian directs the Pathways program for Stimson and the Marshall Foundation.

Promotion of regional trade and economic integration was a hallmark of the Marshall Plan. The same logic applies to the Arab world: devising policies to promote regional economic integration will develop robust markets, help create jobs, advance stability, and attract foreign investment and trade. In this spirit, the conference explored the critical obstacles to greater Maghreb economic integration and also highlighted positive and achievable steps that will help foster greater economic cooperation across North Africa.

The conference covered a range of topics, including the economic benefits of economic integration and the costs of not integrating, the role of the private sector as a potential catalyst for greater regional economic cooperation, the role of government and public institutions in creating an enabling environment for Maghreb economic integration, and an exploration of creative, new approaches to fostering regional economic cooperation. The conference concluded with a session devoted to future prospects for Maghreb economic integration and the role of international actors.

**Special thanks to General Electric, the Japanese External Trade Organization (JETRO) and Mark Baruch, a member of the Marshall Foundation Council of Advisors, who provided generous support for this conference.**



Mona Yacoubian talks with guests in the library following her lecture.

## Foundation News in Brief

NHPRC (National Historic Preservation and Records Commission) has funded the **Marshall Papers** project for 2013. The Marshall Papers received two prestigious awards. Read more on pages 4 and 5.

**Sharon Rebecca Ritenour Stevens**, former associate editor of *The Marshall Papers* died in August following a long illness. She and former editor Larry Bland produced five volumes of the Marshall Papers. She retired from the Marshall Foundation in 2012.

The Foundation has published **two iBooks** about the Marshall Plan. *The Marshall Plan: Promoting Europe's Unlikely Postwar Recovery* and *In Search of a Usable Past: The Marshall Plan and Postwar Reconstruction Today* are available at Apple iTunes Books.

**The Society for Military History (SMH)** in partnership with the Foundation announced a new prize to be awarded annually to an individual, group or institution that creates, designs and implements material for use in teaching military history utilizing evolving digital technology.

The Foundation was selected to exhibit in the **Google Cultural Institute**. Video and photographs accompanying the Marshall Plan speech will be featured.

Two friends and loyal supporters have died. **Harry F. Byrd, Jr.**, a scion of Virginia's most potent political dynasty who succeeded his father as a U.S. senator, died at his home in Winchester,

VA. He was 98. He was a former member of the Foundation's Board of Trustees. **MG Robert E. Wagner, USA (Ret.)** died at his home in Smithfield, VA in August at age 78. He was the first Commander of US Army Cadet Command and a huge supporter of the Foundation's Army ROTC Award Seminar.

**Dr. Barry Machado** gave a lecture on "George C. Marshall and Transatlantic Solidarities" to open the Jean Monnet Foundation Symposium on U.S. and European Solidarities in a Multipolar World, in Lausanne, Switzerland.

The Washington and Lee University summer **Alumni College program**, "**George C. Marshall: In War and Peace**," held in July in Lexington featured presentations by W&L Emeritus Professor of History **Barry Machado**, noted historian **Mark Stoler**, who serves as the editor of *The Papers of George Catlett Marshall* and is the author of *George C. Marshall: Soldier-Statesman of the American Century*, and W&L Professor of Politics **Wayne Thompson**.

The annual **George C. Marshall Lecture in Military History**, which is sponsored by the Marshall Foundation and the Society for Military History, will be delivered by James M. McPherson, George Henry Davis 1886 Professor Emeritus of American History at Princeton University, on "The Rewards of Risk Taking: Two Civil War Admirals" at the annual meeting of the American Historical Association on January 4, 2014 in Washington, DC.



Dr. Barry Machado

The Marshall Foundation has published an interactive iBook called *The Mons Pocket*. Written by Steve Bowman and Jack Neufeld with Gen. Paul Gorman, USA (Ret.), of the Foundation's Council of Advisors, it describes the battle of the Mons Pocket in June 1944. *The Mons Pocket* joins a previously released iBook, *Stolberg 1944: Through the Siegfried Line*, also written by Gen. Gorman. Both books reside on the Foundation's virtual bookshelf at Apple iTunes Books.

# THE STRATEGIST

## FALL 2013

Interim President Named,  
Search Opened

*The Courage to Lead* Leadership  
Education Programs

Yacoubian Discusses *Pathways  
to Progress* Program

Library Renovations Completed  
(See photo to the right.)



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