



The Foundation's renewed emphasis on leadership education programs includes *The Courage to Lead* offerings for emerging leaders.

FUTURE TO BE RESEARCH AND LEADERSHIP

Internet access to online information found on the Foundation's web site has grown substantially in the last decade. Each year nearly 1.5 million individuals from as many as 150 countries visit the web site. Surprisingly, this increased internet access has resulted in more foot traffic in the physical library space also.

In view of this trend and in the belief that digital research will continue to grow exponentially for the foreseeable future, the Foundation's Board of Trustees has decided to apply more available resources to assist scholars and students who are curious about the Marshall Plan, the subject of the most popular web pages, as well as professional writers and historians who are writing papers and books about subjects related to Marshall's era or career. The Marshall Research Library contains a unique collection of documents, maps, photographs, posters and films that document nearly every event in the first half of the 20th century.

"In the years ahead the Foundation will focus on its core mission of maintaining a world-class research library and archive," said Brian D. Shaw, president. "In addition we will continue to prepare emerging leaders in military service, foreign service, public administration and business in the essentials of vision, strategy and leadership, those characteristics for which General Marshall was so well known."

Growth opportunities exist in capitalizing on General Marshall's extraordinary legacy as a leader. Emerging leaders will be exposed to

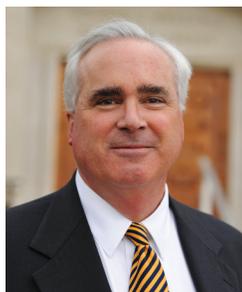
broad strategic problem-solving insights or vision through *The Courage to Lead* set of offerings. *The Courage to Lead* alludes to Marshall's exemplary courage to take charge, take action, take risks, resist bad ideas, encourage challenges from subordinates, confront authority, and propose bold thinking and action. With candor, commitment and character, Marshall had the courage to lead. He had the remarkable ability to see solutions others had not seen, propose strategies to solve problems and the integrity to remain true to his vision.

The Courage to Lead includes sessions that can be woven into customized one- or multi-day workshops or seminars. Sessions have titles such as The Character and Skills of Courageous Leaders, 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 and The Leader as Mentor, among others.

The Marshall Foundation operates an archive and a research library, conducts seminars and conferences, participates in special events and outreach, and is concluding the publication of the seven-volume Marshall Papers, a comprehensive study of Marshall's life and career, that along with the four-volume Pogue biography of Marshall represent completion of its original mission.

INSIDE: LEADERSHIP, SCHOLARSHIP AND MORE

FROM THE PRESIDENT



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For the last 18 months the trustees and staff of the Marshall Foundation have engaged in a series of conversations about the future of the Foundation. At the heart of the discussion is the future mission. This discussion is both timely and appropriate as we mark the 50th anniversary of the opening of the George C. Marshall Research Library in 2014.

With *The Papers of George Catlett Marshall* on track to be finished next year and published in 2015, the Foundation will have completed the original mission for which it was established: to create a solid record of documents and other material by which future generations of scholars and students can study Marshall and his era. We have augmented that original mission through our digitization program and have, indeed, brought Marshall to the world via the Internet. The number of virtual visitors and hits to our website testify to the success of our scholarly outreach.

As we think about our future programs and activities it is clear that sustaining and improving our research library must be the top priority. This summer we will renovate the Lovett Reading Room, literally from floor to ceiling. In addition to aesthetic improvements and the refurbishing of the beautiful paneling in that room, we will upgrade the lighting, electrical system and internet infrastructure that will allow contemporary researchers to more easily use their “tools” (laptops for internet searches, scanners, digital cameras, etc.) while doing their work.

We will also begin an overhaul and restructuring of our website. As we have continued to add more and more digitized content to the website, the size of the files and the vast diversity of those files have made it difficult to navigate and search our website. A rebuilt and redesigned website will allow ease of access and movement to the casual visitor as well as the serious scholar and student.

The other major area that will be a point of emphasis for the Foundation in the coming years is the expansion of our leadership programs. Our 36 years of conducting the Marshall Army ROTC Seminar for Cadet Command has helped us build a deep reservoir of experience in delivering such programs. Through our work with the Federal Executive Institute and our corporate partners we have developed a scalable program that can be used by other Federal agencies such as the Treasury Executive Institute and the Presidential Management Fellows.

A key component of the leadership program is the use and application of technology. We know that students learn differently through the use of technology. The virtual staff rides we have presented

during the ROTC seminars have received the highest evaluations of all sessions. The creation of the new eBooks on the Marshall Plan (see page 7) and other e-books will complement the unique content of our programs by utilizing our collection in a different way.

We have joined with the Society of Military History to create a prize for the new and innovative ways to use technology in the teaching of history. We believe the prize will become an incentive for students and faculty to think creatively about new ways to bring history to the “digital natives” of the rising generations.

This is an exciting time for the Marshall Foundation. We invite you to stay tuned—and stay engaged—as we move into the next 50 years of our work.

A handwritten signature in blue ink that reads "Brian".

The Strategist, Spring 2013

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FOUNDATION NEWS



Hood College Prof. David Hein spoke to a full house in the Marshall Library about the distinguished, if short, history of the British warship HMS *Prince of Wales*.

Hein Explains HMS *Prince of Wales* Legacy

Prof. David Hein's talk on "Churchill, Roosevelt, and HMS *Prince of Wales*" described the first meeting between U.S. President Franklin Roosevelt and British Prime Minister Winston Churchill aboard the venerated British vessel off the coast of Newfoundland in August 1941. A few months later the two nations would be military allies in the fight against the Axis powers.

Dr. Hein is on the faculty of Hood College in Frederick, MD. Lately, Prof. Hein has focused his research on the second World War, including its military history. Recent articles on World War II include "In War for Peace: General George C. Marshall's Core Convictions and Ethical Leadership," *Touchstone* (2013) and "Vulnerable: HMS *Prince of Wales* in 1941," *Journal of Military History* (2013).

The British battleship HMS *Prince of Wales* was commissioned in January 1941, and by the end of the year it lay at the bottom of the South China Sea, having been sunk by a Japanese air attack. During its relatively short lifetime it had a colorful history of action in the Atlantic and Pacific oceans. It was the first meeting place for Roosevelt and Churchill who discussed the new Atlantic Charter that set goals for a post-war world.

Prof. Hein traced the movements of the warship during its brief, but celebrated, career. He said the church service on the forward deck was perhaps the highlight of the meeting in the north Atlantic. Following that meeting, the ship went to Singapore in an unprotected naval force in the Pacific where

any myth of invincibility would prove to be false. The proud battleship that had withstood attack by the mighty German warship *Bismarck* would be sunk by Japanese aircraft.

News in Brief

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

Volume six of *The Papers of George Catlett Marshall*, covering Marshall's Secretary of State years, won the prestigious **Arthur S. Link-Warren F. Kuehl Prize for Documentary Editing** from the Society for Historians of American Foreign Relations

Trustee **Thomas Henriksen, Ph.D.**, has published *America and the Rogue States* (Palgrave Macmillan). He is a senior fellow at The Hoover Institution in Palo Alto.

Two former trustees have died. Friend and generous supporter **John Batsakis, MD.**, died in Houston in January. He was a renowned clinical pathologist. **John Wilson, Ph.D.**, president of Washington and Lee Univ. for 12 years, died in Lexington in March.

George C. Marshall was named posthumously the 2013 Medallionist by **The Virginians of Maryland**. President **Brian D. Shaw** accepted the award. Mr. Shaw also spoke at the **General George C. Marshall Public & Youth Leadership Award Dinner** at the Fort Vancouver National Trust.

LEADERSHIP PROGRAMS

BG Jeffrey Smith, USA (Ret), right, was animated in his description of the threats from cyber “Black Hats,” who are among two billion cyber users.



Gen. Robert W. Cone



MG Jefforey A. Smith



BG Kimberly Field



BG Julie A. Bentz



Award Winners Confront a Changing Army

Not all the 2013 Cadet Command Marshall Award winners had the opportunity to attend the annual national security and leadership event held in Lexington in April. Because of sequestration about 100 of the 270 award winners stayed with their units while the remainder traveled to Lexington for two and one-half days of expert-moderated roundtable discussions on national security issues, presentations by Army leaders, and plenty of opportunity to make new friends.

From Gen. Richard Cody’s opening remarks to Gen. Robert Cone’s closing session and frequently in between, the cadets heard they are about to lead an Army that’s in transition. This period of transition will be marked initially by a drawdown of active forces and budget reductions to match. “Our greatest national security risk is the decline in human capital,” seminar chairman Cody told the cadets.

That message led to numerous discussions of how the Army prepares for a changing world, how it now transitions to a smaller force, and how this planning will affect these soon-to-be-commissioned officers who represent the best from Army ROTC detachments across the United States.

Speaking later in the first day, BG Kimberly Field also mentioned an inflection point. Emphasizing the nature of a changing defense environment, she said, “There is not even common agreement whether the world is more or less dangerous now.”

She serves as deputy director of strategy, plans and policy, Office of the Deputy Chief of Staff. She said the new defensive strategy requires regionally aligning the Army that’s committed to meeting the needs of combatant leaders everywhere.

The training also marked an occasion to present roundtable discussions in small groups of 15 to 20 cadets each on timely topics such as cyber warfare. BG Jeffrey Smith, USA (Ret.), led the session on Cyber Terrorism and Security. He is the former deputy commander of the U.S. Army Cyber Command. He defined the challenge of defending critical U.S. cyber infrastructure by first defining the universe: 12 billion devices in cyberspace and 2 billion users. Cybercrime, he said, amounts to losses of \$15 billion per year.

He thinks the key to a successful defense is the integration of two approaches—military and commercial—to collect information from the World Wide Web and search 12 billion devices in the physical sphere using sophisticated computer systems. “All things tend toward discovery” in cyberspace, he said, mentioning one of the relatively new, unwritten laws of cyberspace. For example even an indiscriminate act such as the targeted introduction of the Stuxnet virus into the Web has the potential to bring a nation to its knees and make it vulnerable. The teams that will provide a cyber defense in the future will include behaviorists, psychologists, sociologists, mathematicians, computer scientists and defense analysts all working together to understand cultures, motivations and technologies.



Later BG Julie A. Bentz, who grew up as an officer in the glaring light of cold war doctrine and had to shift her orientation to WMD (namely, chemical and biological weapons in Iraq), is now concerned about the threat of nuclear material in the hands of bad actors. “We look around (in her position at the White House) and ask, what are the gaps we have as a nation and try to build solutions for them,” she said. She is director, strategic capabilities policy, National Security Council.

At the closing session, TRADOC (Army Training and Doctrine Command) Commander Gen. Robert W. Cone said the Army is going through two fundamental transitions: one structural and one human. He sees a reduction in the number of soldiers from about 570,000 a year ago to about 490,000 and a shift to regional alignment of units that study language and culture of places they may be sent. As a result leaders in the years ahead will be expected to understand international affairs and strategic thinking. “What makes you special is your...linkage to understanding the big picture and communicate that big picture to your soldiers and tell them why it’s important,” he said.

This was the 36th consecutive annual seminar held in Lexington. It was hosted by George C. Marshall Foundation for Army Cadet Command. Cadet Command CG MG Jefforey A. Smith took this opportunity to meet with the award winners and learn about their ROTC experiences. Gen. Richard A. Cody, USA (Ret), former Army Vice Chief of Staff and a member of the Foundation Board of Trustees, served as seminar chairman.

Photos and video coverage of the plenary session addresses plus other information about the 2013 seminar are available at www.marshallarmyrotc.org.

THINKING LIKE MARSHALL: Roundtable Topics and Leaders

Pakistan: Friend or Foe?

Sonny Busa, former US Department of State and visiting professor, US Military Academy

Pacific Rim Challenges—China, North Korea, et al
Scot Hagan, National Ground Intelligence Center

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

COL John Bessler, Director, Future Operations,
HQ TRADOC

Emergent Transnational Issues

Commander David Muller, USN (Ret), SAIC, Inc. on
assignment to the US Intelligence Community

Ethics and The Profession of Arms

Captain James Campbell, USN (Ret), Distinguished
Military Professor for Character Education,
Stockdale Center, US Naval Academy

Jointness was Yesterday, Interagency is Today: How it Affects Junior Officers

Major Jason Howk, USA, Joint Staff

Ethics of Cyber Warfare

Captain Michael Boock, USN, JAGC, National
Defense University

Cyber Terrorism and Security

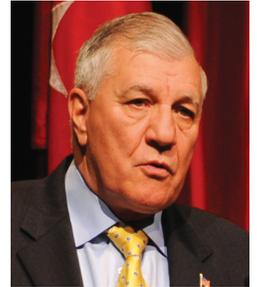
Brigadier General Jeffrey Smith, USA (Ret), Former
Deputy Commanding General for Proponency,
US Army Cyber Command

Battle of Roberts Ridge—Operation Anaconda, Afghanistan (Virtual Staff Ride, VSR)

Lieutenant Colonel Paul Barron, USMC (Ret),
Director of Library and Archives, George C.
Marshall Foundation and Major Jim Cook, USA
(Ret), Chief Operating Officer, Sayre Enterprises Inc.

Battle of Wanat, Afghanistan (VSR)

Chuck Collins, Instructor, Staff Ride Team, Combat
Studies Institute (CSI) and Dale Cordes, Technician,
Staff Ride Team, Combat Studies Institute,
US Army Combined Arms Center



Gen. (Ret) Richard A. Cody
Seminar Chairman

Upcoming Leadership Education Programs

June 19
**Treasury Executive
Institute, Legacy
Leadership,**
Washington, DC

July 27
**Federal Executive
Institute,**
Lexington, VA

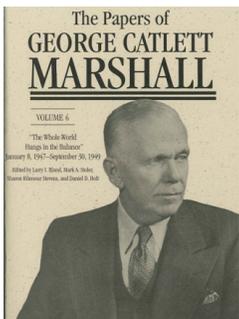
August 19
**Council of State
Governments, Toll
Fellows Program,**
Frankfort, KY

September 17-18
**Presidential
Management Fellows,**
Washington, DC

November
**Marshall Leadership
Academy,**
Lexington, VA and
Washington, DC

SCHOLARSHIP PROGRAMS

Secretary of State Hillary Clinton receives Volume Six of the Marshall Papers from Brian D. Shaw (left), Foundation President, and Mark A. Stoler, Ph.D., Papers Editor, in her office.



Joellen Bland, widow of Larry I. Bland, who was first editor of the Marshall Papers, holds a plaque from the Society for Historians of American Foreign Relations that honors the Papers project, specifically Volume Six, with the Arthur S. Link-Warren F. Kuehl Prize for Documentary Editing. Larry Bland was Papers editor when he died unexpectedly in November 2007. Current editor Mark A. Stoler, Ph.D. (right), who has continued the project and Daniel D. Holt, current managing editor, were also honored as was former Associate Editor Sharon Ritenour Stevens. The Link-Kuehl Prize honors outstanding collections of primary source materials in the fields of international or diplomatic history.

Marshall Papers Volume Six Highlights Engagement, Alliances, and Marshall Plan

In his second inaugural address in January, President Obama reflected on future foreign policy challenges by evoking the sometimes neglected legacy of “those who won the peace, not just the war.” The president praised strategies that had turned “sworn enemies into the surest of friends.” Clearly, he was thinking of the historic achievements of George C. Marshall, who served as secretary of state from 1947 to 1949 and devised what became known as the Marshall Plan, building a variety of strategically vital relationships in post-war Europe.



The timing of the president’s attention could not have been better. The Foundation had just released volume six of *The Papers of George Catlett Marshall*, now available from the Johns Hopkins University Press and the Marshall Museum bookstore, in person and online.

This latest volume of the Marshall Papers, “The Whole World Hangs in the Balance,” January 8, 1947–September 30, 1949, reveals why Marshall’s tenure as secretary of state—which began at the start of the cold war—remains among the most eventful and inspiring in the history of the U.S. Department of State and American foreign policy.

Marshall has long been a source of inspiration for U.S. secretaries of state and other high ranking civilian and military leaders, including former Secretary Hillary Rodham Clinton.

“I think a lot about George Marshall,” said Secretary Clinton in 2011 when receiving the Marshall Foundation Award in Washington. “I have an extraordinary sense of the character and



integrity, the commitment to service that led him to perform so admirably on behalf of our country during some of the most challenging times that we have ever faced. Leading our nation in war as a general, in peace as Secretary of State, and later as Defense Secretary, he was, they say, the only man, according to President Truman, who could get along with Franklin Roosevelt, the Congress, Winston Churchill, the Navy, and the Joint Chiefs of Staff. And he did so while never avoiding the hard issues, while always sharing his best advice, speaking his mind,” she said.

Volume six includes important documents about:

- Restoring the economies of Western Europe and returning hope to its citizens following World War II through the Marshall Plan,
- The beginning of the cold war and the Berlin Airlift to assist the citizens of West Berlin who were caught behind the Iron Curtain, and
- Marshall’s role in creating the North Atlantic military alliance known today as NATO and predecessor organizations to today’s European Union that emanated from the Marshall Plan program.

“Even today George Marshall’s portrait graces many walls in Washington,” notes Brian D. Shaw, president of the Foundation, “and he serves as an inspiration for leaders from administration to

administration. The publication of this volume reminds us again of why he was so important to our country and world order then and now.”

Conclusion of the Papers project with publication of the final volume is scheduled for 2014. The Foundation’s original and seminal research product has been funded throughout by the National Endowment for the Humanities (NEH) and the National Historical Publications and Records Commission (NHPRC) with cost-sharing from the Marshall Foundation. Additional funders include the Carnegie Corporation of New York, the Andrew Mellon Foundation, BAE Systems, Jack Rudin and the May and Samuel Rudin Family Foundation, the Lenfest Foundation, and the Stifterverband für die Deutsche Wissenschaft. In its entirety the series details the official written record of one of the most influential people of the time.

Marshall Foundation Receives Unique Collection from Marshall’s Family

A collection of previously unviewed letters, photographs, scrapbooks, and other records from General George C. Marshall and his wife Katherine has been donated to the George C. Marshall Foundation by members of the Marshall family.

The documents in the collection are more personal than the official records documenting George C. Marshall’s army and government service, which comprise the Foundation’s extensive archives. The collection was donated by the Winn family, specifically James J. Winn, Jr., Ellene W. Winn, and Katherine T. Winn, who are grandchildren of Mrs. Katherine Tupper Marshall, George C. Marshall’s second wife.

“This new collection adds personal texture to the already rich, professional nature of our archives and helps us to tell the remarkable story of General Marshall and the first half of the 20th century during which he was such an influential, strategic leader,” said Brian D. Shaw, president of the Foundation. “Students and researchers who view this collection will see a different side of General Marshall.”

The collection offers a glimpse into the rich, warm personal life of the former General of the Army, Secretary of State, Secretary of Defense and Nobel Peace Prize winner who was often regarded as distant and overly formal. Photographs of Marshall’s vacationing and working in the garden, and correspondence with Katherine and other family members and colleagues from past army assignments

reveal a man who lived simply and enjoyed life despite having to grapple with some of the world’s biggest problems during the first half of the 20th century. In addition, the collection contains diaries and photographs of Marshall’s “victory” tour of World War I battlefields with General John J. Pershing.

Members of the public as well as scholars and researchers may see some of the items by appointment.

Foundation Becomes an E-Publisher

Embracing current technology and anticipating future trends leading toward more online, digital content for the teaching of social sciences, the Foundation has just published two eBooks using Apple’s new interactive format.

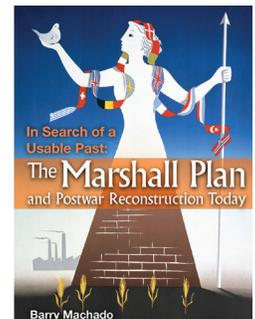
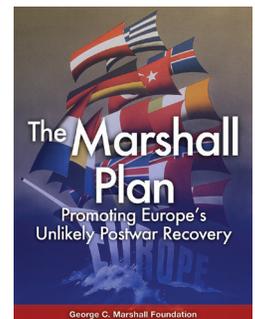
“These eBooks are the first of many we intend to publish in the coming years. Accessing the unique treasure we own in our archives, we will be able to tell the story of Marshall’s achievements to new audiences throughout the world using new technologies such as e-publishing,” said Brian D. Shaw, Foundation president.

Written for high school students and social studies teachers, the recently released book, *The Marshall Plan: Promoting Europe’s Unlikely Postwar Recovery*, includes many interactive features that make the presentation come alive with visually and historically rich embedded files obtained from the Foundation’s extensive proprietary archives.

The second book, *In Search of a Usable Past: The Marshall Plan in Postwar Reconstruction Today*, was written by Dr. Barry Machado and was published by the Foundation as a paperback volume in 2007 following a series of meetings to identify practical features of the still-popular and relevant post-World War II program that restored the economies of Western Europe.

Both books are available at Apple iTunes books. They join a previously released eBook, *Stolberg 1944: Through the Siegfried Line*, written by Foundation Advisor Gen. Paul F. Gorman, USA (Ret.), on the Foundation’s virtual bookshelf. Gen. Gorman’s book details an important military campaign during WWII.

Appreciating the opportunity now available through advanced computer technologies, the Foundation intends to publish more eBooks on history and leadership-related topics.



Two Marshall Plan eBooks using Apple’s new interactive technologies that make the presentations come alive with visually and historically rich embedded files obtained from the Foundation’s extensive proprietary archives are available at the Apple iTunes bookstore.

THE STRATEGIST

SPRING 2013

Foundation Renews Focus on Library, Leadership Programs

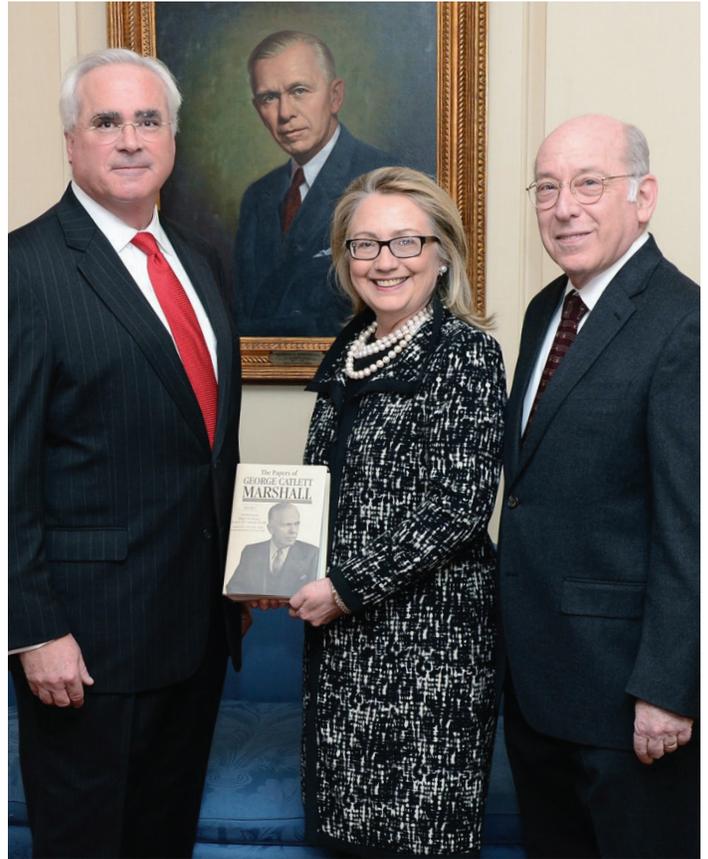
New Marshall Papers Volume Six Published, Recognized

Army ROTC Seminar Highlights National Security, Leadership

Foundation Receives Unique Collection from Marshall's Family

David Hein Talks about HMS *Prince of Wales* Legacy

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