



# Topics

The Newsletter of the George C. Marshall Foundation

## Judith McHale Invokes Marshall for Current U.S. Public Diplomacy

Judith McHale, Under Secretary of State for Public Diplomacy and Public Affairs, said, "In framing the enterprise as a true partnership, Marshall ensured that the [Marshall] Plan would give expression to the best tradition of American leadership. Our European partners responded with alacrity and gratitude.... This was just what George Marshall wanted. And today, this is the approach that is informing our engagement with the world."

Delivering the 2010 Frances McNulty Logan Lewis Lecture in October, she said she had thought "about all the opportunities which will be available to us if we pursue our national objectives in a spirit of partnership and mutual understanding. This is precisely the approach Secretary Marshall followed in formulating the plan which bears his name and which I believe is the greatest example in our nation's history of Public Diplomacy done right." Numerous times during her 30-minute speech she emphasized the need for partnership and mutual understanding that comes from listening first.

A former Discovery Communications CEO, Under Secretary McHale said, "At Discovery Communications, our entire business plan was based on a simple observation about human nature: everyone everywhere, is at some point curious about the world around them.... I passionately believe that if we focus on ways to tap into the potential of partnerships based on human commonality, we will find a path to a more peaceful and prosperous future.

"This was the guiding principle of the Marshall Plan and this is the insight behind President Obama's vision for how America should interact with the world.... Today, 45 percent of the world's population is under the age of 25.... They communicate in new ways and with a vast array of new tools. A few years ago only birds tweeted and few people had heard of Facebook. As we reach out to this new generation, we must develop new strategies to engage and inspire them," she said.



One example, revealed during Q&A afterwards, indicated the extent to which the State Department communicates with citizens overseas. She described her initial frustration in obtaining questions from Africans in preparation for President Obama's speech in Ghana. Using social media, the department received just 250 questions until they learned when talking with Africans that they were not in the right channel. Employing another social medium, they obtained questions from 250,000 citizens in just a few hours. The answers to those questions formed the basis of the President's remarks.

"More people have access to more information than ever before," she said. "Technology empowers people by connecting them with communities, networks and markets, but it also allows opponents and adversaries to spread disinformation and rumors which ignite hatred and spur acts of terror and destruction."

Her remarks were delivered through the generous support of George Logan who endowed the lecture series two years ago in memory of his mother, an admirer of General Marshall.

*Under Secretary of State Judith McHale talks about public diplomacy following her introduction by Marshall Foundation President Brian D. Shaw (seated)*

*Under Secretary McHale talks with Board of Trustees Chairman Jay Adams (left) and George Logan, benefactor of the lecture series*



# from the president



Brian D. Shaw

"Leadership is an analog skill in a digital world."

—General John Jumper, USAF (Ret.),  
Marshall Foundation Board member

General Jumper has it right. He made his comment during VMI's excellent conference on *Answering the Nation's Call for Leaders of Character* held this past October.

In an age when instant communications and "reaching out" have taken the place of one-on-one contact, leadership remains very much a hands-on endeavor. No one knew that better than Marshall. He was the consummate leader. He knew that leaders lead from the front ("We will take care of the troops first, last and all the time.") and that leaders must also step forward when they are in subordinate roles ("No, Mr. President," Marshall said to Roosevelt when FDR wanted to build 10,000 airplanes in anticipation of WWII in 1938, "I don't agree at all.")

Marshall's five principles of leadership—courage, candor, commitment, integrity and selflessness—remain immutable concepts for today's leaders. They are the standard by which every leader is judged.

Individuals who study and teach leadership consider Marshall to be among the top leaders ever produced by our nation. Leadership "gurus" such as Warren Bennis and Howard Gardner have taught Marshall's leadership principles to generations of students. Leaders in the military, especially the U.S. Army, celebrate and revere Marshall's ability to lead large, complex organizations through extended periods of growth and change, while never forgetting the importance of the men and women on the front lines, who were ultimately responsible for victory and success.



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As a key part of its mission, the George C. Marshall Foundation works to bring Marshall's timeless leadership principles to current and future leaders. The Foundation of our leadership program is the Marshall Army ROTC Award Seminar, held annually for the past 33 years. It brings the top Army ROTC cadet from each unit to Lexington for a three-day seminar on national security and defense issues.

One of the speakers at this year's conference was BG Anthony Crutchfield, a member of the Seminar class of '82. BG Crutchfield reported that there were no fewer than four flag officers in his Seminar class, proof positive of the strength and meaning of the program.

For the last five years the Foundation has partnered with the Air Force to conduct the Marshall-Arnold Air Force ROTC Program to great success and acclaim. While the future of this program is in jeopardy because of federal budget cuts, the seminar has been held in the highest esteem by the leaders of the Air Force and cadets alike.

In recent years the Foundation has taken Marshall's lessons in leadership to the civilian ranks through our cooperative programs with the Federal Executive Institute, NASA and leadership groups from several of our corporate partners. We welcome the opportunity to talk with any corporation or organization about our leadership programs and why we believe Marshall remains highly relevant and important today.

## Your Planned Gift is Important

*Harold Logsdon remembered the Foundation in a trust he established many years before he died in 2009. We are exceedingly grateful when someone such as Mr. Logsdon cares enough to include us in his or her estate plan.*

*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 or Brian Shaw to begin the conversation or visit our Web site.*





## Foundation Engaged in U.S. Army JROTC Leadership-Academic Bowl

Nearly 300 Army JROTC cadets and 65 Army JROTC instructors from 67 high schools attended the three-day 2010 U.S. Army JROTC Leadership-Academic Bowl that was held at George Mason University near Washington in late June. The annual event was sponsored by the Marshall Foundation and College Options Foundation. This is the fifth consecutive year the Marshall Foundation has been an integral part of this competition for high school-aged students.

The reach of JROTC involvement in this event is impressive. Beginning with the first round of competition online in November 2009, more than 1,650 Army JROTC programs in every state and U.S. territory and in Department of Defense Schools in Europe and the Pacific participated in a process that led to the "finals." The 48 top-scoring Leadership Teams were invited by U.S. Army Cadet Command to engage in the "live" championship rounds at George Mason.

As the June competition progressed through four rounds, the 48 teams were narrowed to four finalist teams. After the fifth and final round, Soddy Daisy High School, Soddy Daisy, TN earned the top honors. In addition to the leadership teams, the 24 top-scoring academic teams participated in the Academic Bowl finals where they were challenged by questions about U.S. history, military history and foreign policy.



Because of Marshall's incomparable stature as a person of honor and his apolitical reputation, his leadership qualities of candor, selflessness, commitment, integrity and courage were one of five categories from which Bowl questions were designed. Current events, the Army JROTC curriculum pertaining to leadership, Winning Colors, and Thinking Maps rounded out the subject matter that challenged the cadet teams.

Marshall's leadership principles fit into the JROTC program perfectly and give these high school students Marshall's example to emulate.

*Major General Arthur Bartel, Commanding General of U.S. Army Cadet Command, presents the trophy to the winning JROTC leadership team from Soddy Daisy, TN.*



*Students involved in a NASA summer intern program spent a day studying and talking about Marshall's leadership principles and example under the tutelage of Marshall author and professional speaker on leadership, Jack Uldrich (front, center).*



Thomas R. Morris



George Foresman

## Morris, Foresman Join Board of Trustees; Baruch Named to Council

Thomas R. "Tom" Morris, Ph.D., Richmond, and George W. Foresman, Charlottesville, have been elected to the Board of Trustees. Scientific consultant and philanthropist Mark Baruch, Westlake Village, California, has joined the Council of Advisors.

Dr. Morris was named sixth president of the Virginia Foundation for Independent Colleges (VFIC) in April 2010. His appointment continues his distinguished career in higher education. He has served as secretary of education for the Commonwealth of Virginia (2006-2010), as president of Emory & Henry College in Emory, Virginia (1992-2006) and as a faculty member at the University of Richmond for 21 years. A native of Galax, Virginia, Dr. Morris earned a bachelor's degree in government at Virginia Military Institute, studied at Princeton University, then completed his master's and doctoral degrees in government at the University of Virginia.

George Foresman is president of Highland Risk & Crisis Solutions, a firm that assists businesses in

understanding and mitigating domestic and international risks. Previously he had served as the first undersecretary of preparedness and then under secretary for national protection and programs at the U.S. Dept. of Homeland Security before leaving in 2007. Also he has served as assistant to the governor of Virginia and as homeland security advisor in Virginia in the administration of Gov. Mark Warner. A native of Lexington, he graduated from Virginia Military Institute as well as the Virginia Executive Institute.

Mark Baruch, who heads the Baruch Family Foundation, created the Marshall/Baruch Postgraduate Fellowships of the Marshall Foundation in 1998 to enable postgraduate scholars to continue their research. A number of Marshall/Baruch Fellows have become published authors and presenters at national conferences. Mr. Baruch became interested as a result of his father's support. Herbert M. Baruch, Jr. was a WWII veteran who was great admirer of George C. Marshall.

You can read the full list of members of the Board of Trustees and Council of Advisors on our Web site.



Ambassador Gordon Beyer

## Ambassador Gordon Beyer, Former Foundation President, Dies

Gordon Robert Beyer, 79, died at his home in Peterborough, NH, on June 4, 2010. A former career diplomat, he was president of the George C. Marshall Foundation from 1985 to 1991.

"Ambassador Beyer brought his considerable skills as a diplomat and teacher to the leadership of the Marshall Foundation," said Brian D. Shaw, current Foundation president. "In cooperation with the Board of Trustees, he oversaw the administrative reorganization of the Foundation to reflect more contemporary management practices in philanthropic organizations.

"Just as importantly, Ambassador Beyer led the Foundation's first initiatives into international and civilian leadership programs by establishing the Public Service Leadership Conference in partnership with the Truman Scholarship Foundation. Modeled after the Marshall Army ROTC Award Seminar, the PSLC helped inspire future civilian

leaders, like current Secretary of Homeland Security Janet Napolitano, to careers in public service," he said.

Beyer was born in Chicago in 1930. He was a graduate of Phillips Exeter Academy and Harvard College. He earned his master's degree in history from Northwestern University. He was a Marine Corps veteran of the Korean War.

He was a diplomat in the Foreign Service for 28 years, being posted to Thailand, Japan, Somalia, Tanzania, the United Nations in New York, and Uganda, where he served as ambassador from 1980 to 1983. He came to Lexington after serving for two years as deputy commandant of the National War College in Washington.



## Foundation Hosts Military Historians

More than 600 military historians attended the 77th annual meeting of the Society for Military History hosted by the Marshall Foundation and VMI over four days at the end of May. This was truly an international event with participants from most U.S. states and several other countries.

The Marshall Foundation has strong connections to SMH. The Society's *Journal of Military History* is published from offices at the Foundation, and the Foundation supports the annual Marshall lecture delivered by the Society.

Conference registrants participated in 60 panel discussions on topics ranging from Ancient Generalship to Military Cross-currents in Africa as well as field trips to the National D-Day Memorial and the New Market Battlefield. Hunter Defense Technologies, a corporate partner of the Foundation, supplied several field tents/shelters for the opening reception that included live bluegrass music.

At the closing dinner, author and *Washington Post* special military correspondent Tom Ricks talked about the decline of American generalship since the eminence of George C. Marshall, whom he cited as the quintessential American military leader and the



architect of the modern Army. Ricks said the ability to fire field commanders has been largely lost in the modern military. Marshall, he said, did not hesitate to remove a commander who was not the right fit for the job or who did not achieve results quickly. Ricks contends the modern military establishment has accepted rotational assignments that honor time rather than results, and as a consequence of this institutional shift in orientation, leaders are not easily or readily replaced because of poor or unacceptable performance.

*Distinguished author and military correspondent Tom Ricks talked about military leadership.*

## ★ in brief...

Ambassador **Constance Morella** has been appointed to the American Battle Monuments Commission, the same board that Gen. Marshall and his mentor, Gen. John Pershing, chaired. She is a member of our Council of Advisors.

**Mrs. Christine Brown Pogue**, 95, widow of the late Marshall biographer, Forrest Pogue, died at her home in Murray, KY, in June.

Visit the Museum Shop online or in person to buy many new items, including several new books.

The Annual George C. Marshall Lecture in Military History, sponsored by the George C. Marshall Foundation and the Society for Military History, will be given by **Gerhard L. Weinberg**, University of North Carolina, Emeritus, on "*Some Myths of World War II*" at the American Historical Association annual meeting in January.

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

Twenty-seven **Marshall Undergraduate Scholars** from 16 colleges and universities have begun their year-long research and writing curriculum.

Read *Topics* at [www.marshallfoundation.org](http://www.marshallfoundation.org).

Send us your email address or complete our Web site form to be added to the list to receive email announcements of programs and special events at the Foundation.

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# marshall foundation award

## Frederick W. Smith Receives Marshall Foundation Award

The Marshall Foundation honored FedEx chairman, president and CEO Frederick W. Smith with the Marshall Foundation Award for his success in building a company that has changed business around the world and for the generous use of FedEx resources to provide humanitarian assistance to countries and regions in need.

The award was presented during a luncheon at American Red Cross headquarters in Washington, D.C. on November 16.

When accepting the award, Smith said, "I have many times in the past been asked, Who are your role models? Who do you admire most? I have always said the same name: General George C. Marshall....He is unequivocally in my mind the man who saved Western civilization in World War II."

He continued by talking about Marshall's courage and the respect he earned as the architect of victory during that war.

"So I can't think of anyone that's greater in my mind in the pantheon of American heroes that I'd rather be associated with than General Marshall because he epitomized the qualities that really marked American greatness," he said.

The Marshall Foundation Award recognized Smith's integrity, commitment to mission and visionary leadership in the example of George C. Marshall, who, like Smith, transformed his world.

Paying tribute, *Fox News Sunday* host Chris Wallace said, "It's more than a little presumptuous to compare everyone to George C. Marshall, who was one of the towering figures of the 20th century, but there is a great deal that these two men have in common. First, vision, the ability to see around the corner.... Fred had a vision." He went on to describe Smith's vision for an overnight delivery system that he articulated in a class paper while an undergraduate at Yale for which he received a grade of C because it was judged, to paraphrase, to be an interesting idea but not feasible.

"Then there's leadership. Marshall convinced Congress to fund what became known as the Marshall Plan....Fred Smith has shown foresight of his own, pushing for change in American business."

"Finally, character and values. At the height of the Cold War, Marshall turned to the needs of the third world....Fred has made a remarkable commitment



to humanitarian causes. Each year FedEx sets aside money and resources to help people in distress," he said.

The award recognized the many efforts of FedEx to alleviate hunger and hopelessness that accompany natural disasters following the example of the Marshall Plan that assisted European countries in rebuilding their economies after World War II.

"Just as George C. Marshall transformed his world, so has Fred Smith. This is the first time the Marshall Foundation has ever given this award to a business executive. And you could not have made a more fitting choice. He exemplifies Marshall's standards of commitment and integrity and selflessness and he is also a true patriot," he concluded.

Previous award winners include George H. W. Bush, Robert W. Gates, Lee H. Hamilton, Helmut Kohl, Colin Powell, David Rockefeller, and John W. Warner.



Go to our Web site to see photos and watch the entire award event.

*Frederick W. Smith (left) receives congratulations from Marshall Foundation Board Chairman John B. Adams, Jr.*



*Foundation President Brian D. Shaw introduced the award event*



*Bonnie McElveen-Hunter, Chairman of the Board of Governors, American Red Cross, welcomed everyone to Red Cross headquarters*



*Chris Wallace paid tribute to Frederick W. Smith*





Chris Wallace (left) and Frederick W. Smith discussed a variety of topics including vision, leadership and global economics. Full content on our Web site.

## Wallace, Smith Discuss Marshall, FedEx, Vision and Leadership

Following the presentation of the Marshall Foundation Award, Chris Wallace and Frederick Smith sat down to discuss vision and leadership.

Answering a question about lessons from Marshall that we can apply today, Smith responded, "Marshall had some truly unusual traits well ahead of his time....He clearly understood as few others did...the tremendous integration of the world and how modern communications and transportation were making it a very small place and [how] it would be impossible for the United States to simply remain isolationist and on the side."

As their conversation moved to the topic of vision, Smith said, "I think some people just see things that others don't." Using the analogy of kaleidoscope thinking in which patterns reveal themselves as the kaleidoscope is turned, he said, "You see something that nobody saw before." He said General Marshall was able to synthesize all those things he learned to understand the great world crisis that was ahead and to "prepare for it uniquely."

Wallace asked about the types of people Smith looks for in new leaders at FedEx. Smith described three types, saying first there are people who simply should not be in leadership positions. Then, he said, there are people who can be trained to be effective leaders. "You simply have to make sure the person has the traits that allow them to do that [be an effective leader]," he said, alluding to the FedEx Leadership Institute.

"Then there's a third category, the transformational leader...That's the person who is able to coalesce

people around a vision, a common set of goals, to inspire them, and to get them to go on a common journey together," Smith said. "And that's a very rare thing, and I think Marshall had an extraordinarily keen eye for it and that's why he was able to see the Eisenhowers and the Bradleys and the people he put in charge of the war."

Smith said there are some characteristics they look for in all leaders within FedEx. "First and foremost, they have to be similar to General Marshall, a bit self-effacing."

As the conversation moved to subject of FedEx's enormous humanitarian relief, Smith mentioned that not only is their generosity good business, but it is the right thing for FedEx to do. He asked, "Can you stand by and not lend a hand? It almost becomes an ethical question, too."

The conversation moved into topics of national and global economics, America's position as a world leader and a driver of economic growth and those things the United States should do now to remain competitive, entrepreneurial and self-reliant. This is a fascinating 24-minute look at one of the world's most visionary, intelligent and informed leaders.

You can watch it at  
[www.marshallfoundation/smithconversation.htm](http://www.marshallfoundation/smithconversation.htm)

The Marshall Foundation is grateful for support for this event from the following friends

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# marshall's leadership



Jeffrey Tipton wrote about "Marshall: The Essential Strategic Leader" (excerpted here) when he was a student at the Army War College in 2007. Now a colonel in the Arizona National Guard, he says the selection of Marshall as the subject of his research evolved from his experiences as a Marshall ROTC Award winner when he attended our National Security Seminar in Lexington in 1989.

## Col. Jeffrey Tipton defines Marshall's leadership genius

The complexity of the 21st century security environment requires more of Army leaders at all levels. In the aftermath of the September 11<sup>th</sup> 2001 terror attacks and our entrance into the Global War on Terrorism, the Department of Defense's understanding of the nature of the war and the nature of the enemy continues to mature and evolve.

Leaders in the post-Cold War era must be more adaptive, self-aware and possess a greater breadth of knowledge....Therefore, the purpose of this paper is to analyze a successful strategic leader of the past, in this case that leader is General George C. Marshall.

On September 1, 1939 George C. Marshall took an oath as permanent Major General and Chief of Staff of the Army. Coincidentally, it was also the date that Nazi Germany invaded Poland and began the struggle of World War II. For the next twelve years, George C. Marshall would face continual challenges, as a strategic leader, with top-level military and political problems of fighting the war and keeping the peace.

Marshall's development as an officer and leader was an accumulation of his upbringing, education, military training, and experiences in United States and overseas assignments. His crucible event was World War I, and he gained valuable experience in the interwar years that enabled him to become the Pentathlete leader the Army now needs to fight and win in the 21st Century. Marshall possessed a unique history and uncommon combination of experiences, skills, and character traits in his career that should be analyzed to provide insight into his exceptional performance.

As a strategic leader, Marshall provided "...strategic vision and focus, [was the] master of command and peer leadership skills, inspired others to think and act, and coordinated ends, ways, and means."<sup>1</sup>

What allowed George Marshall to obtain unanimous selection from a career Army officer to the Secretary of State? 1) Lack of "ulterior motives," and advocacy to do the right thing regardless of partisan opinion; 2) Experience in politics (as Pershing's aide in the 1920s and with the National Guard); 3) Experience with civilians in general (CCC and the National Guard); 4) Unique combination of all the right things: self-discipline, knowledge, total honesty, and frankness. It was perhaps his frankness, apolitical nature, and advocacy to do the right thing that made him stand out the most.



The following are key items from the career of George Marshall that the author believes are essential for building strategic leaders:

- Sound ethical and moral grounding
- Effective pre-commissioning training in the military arts and sciences
- Effective mid-career training including military/political theory, logistics, historical case studies, statecraft
- Effective leader feedback and mentoring
- Formalized staff rides
- Increased number of cross-cultural assignments
- Civil-political interface

General George C. Marshall's distinctive mix of education and experience led to his development as possibly the greatest strategic leader of the 20th century. Persons with command, staff, and institutional responsibilities would do well to study Marshall's strategic development.

<sup>1</sup> Stephen A. Shambach, ed., *Strategic Leadership Primer*, 2nd ed. (Carlisle Barracks, PA: U.S. Army War College, 2004), 58-59.



To read the complete, annotated version of Col. Tipton's paper, go to our Web site and look under the About Marshall, Marshall's Leadership Principles section.



## Marshall Era Encouraged Movement of Women into Workplace

The *Economist* magazine launched the year 2010 with Rosie the Riveter as its cover girl and the caption WE DID IT! The story inside confirms recent statistics on women: the work force is now composed of more than 50% women, who bring home higher salaries than their husbands in 50% of households.

Few would have predicted in 1942 when Chief of Staff of the Army General George C. Marshall appointed Oveta Culp Hobby to lead the Women's Army Auxiliary Corps, or in 1947, when Marshall became Secretary of State, that sixty years later three of the last four Secretaries of State would be women and more than half of new recruits for the U.S. Foreign Service and 30 percent of the Chiefs of Mission are now women.

"Marshall's integrity was also evident in how he treated all people—regardless of gender or race. In 1941, when legislation permitting the use of women in the army was introduced, Marshall was one of the few officers to greet it 'with enthusiasm rather than apprehension.' An aide of his later said that Marshall supported the bill because he had 'a passionate regard for democratic ideals.' Marshall felt that if women wanted to serve in the army they should be afforded the same opportunity as a man," wrote Jack Uldrich in *Soldier, Statesman, Peacemaker: Leadership Lessons from George C. Marshall*.

The history of Marshall's era also tells the story of the emergence of women into the American workforce. Scholars visit the research library and

archives to access the special collections that document this social change. World War II propaganda posters encouraged females to replace enlisted men in factories and shipyards while manuscript collections recount the personal experiences of women who found new opportunities in professional occupations. The seeds of medical, defense, cryptology, journalism and humanitarian careers can be found in the papers donated to the archives by these World War II pioneers. The collections of photographs and Marshall Plan film offer additional resources for gender study.

Rosie the Riveter inspired a revolution, and the records of those who helped blaze the trail toward today's success are worthy of examination.



*Marshall Undergraduate Scholars met in the Research Library in October to begin their 2010-11 research and writing projects.*

## NEH and NHPRC Award Grants for Marshall Papers Project

The National Endowment for the Humanities (NEH) and the National Historic Publications and Records Commission (NHPRC) have awarded grants of \$150,000 over three years and \$44,000 for one year, respectively, for completion of editing volume 6 of *The Papers of George Catlett Marshall*, scheduled to be published in 2011, and editing of the seventh and final volume of the documentary set, slated for submission to the publisher in 2013.

These grants, when combined with donations from generous supporters of the project, namely, Gerry and Marguerite Lenfest plus Jack Rudin and the May and Samuel Rudin Foundation, have allowed the project to move along quickly since the appointment of Dr. Mark Stoler as editor and Dan Holt as

managing editor. Sharon Ritenour Stevens continues to serve as associate editor.

Records of NEH support for foundation activities go back as far as 1972, with focus on the Marshall Papers project beginning in 1982. The NEH designated the Marshall Papers Project as a *We the People* project using funds in part set aside by the agency for this special initiative. The NHPRC has contributed to the project since 1977.

Volumes one through five have been published by the Johns Hopkins University Press and are available at the Marshall Museum Shop, at major libraries, and online in digital form at [www.marshallfoundation.org](http://www.marshallfoundation.org).

**NHPRC**  
DOCUMENTING DEMOCRACY

National Endowment for the Humanities  
**the People**



Michael Swanson, M.D., opened the exhibit with his personal reflections.

Foundation curator Marcy Molinaro (right) discusses the big themes for the new exhibit.

The Marshall Foundation is grateful for support it received to create this exhibit from

Michael Swanson, M.D., Pittsburgh

U.S. Army Center of Military History, Washington, D.C.

Soldiers and Sailors Memorial Hall and Museum, Pittsburgh

James L. Winn, Baltimore

Russell Hicks, Bedford, VA

David Neville, Export, PA

HDT Engineered Technologies, Fairfield, VA



## Original Exhibit Celebrates General Matthew B. Ridgway

The Ridgway exhibit in the Marshall Museum portrays the remarkable career of Gen. Matthew B. Ridgway. It opened in June with a reception and remarks by Michael Swanson, M.D., who shared reminiscences about General Ridgway, whom he met soon after his marriage to Linn McCarthy, of Pittsburgh. The exhibit, *My Battles in War and Peace: General Matthew B. Ridgway*, was curated by Marcy Molinaro, the Foundation's curator.

Following graduation from the U.S. Military Academy, Matthew Ridgway went on to hold several major commands during his long and successful 38-year career that concluded with his service as Army Chief of Staff. Ridgway served under General Marshall in the War Plans Division and later as commander of the U.S. 82nd Airborne Division during WWII. He is perhaps more well known for leadership during the Korean War. General Ridgway served on the Marshall Foundation Board of Trustees for 21 years following his retirement from military service.

As Dr. Swanson recalled, "On one of our weekend trips to Pittsburgh, in 1973, the name 'Ridgway' was mentioned by one of Linn's friends as they were dis-

cussing a mutual friend who lived next door to the Ridgwys. Of course, my ears were all attention as I knew the name.... Through my finagling, and my wife's friend as the intermediary, an introduction was made at the Ridgway's home in the spring of 1973, and the friendship was born." That friendship lasted 18 years. For Dr. Swanson, this exhibit has been a personal as well as historic journey.

"Perhaps General Ridgway's most important service to our country was his assumption of command of the Eighth Army in Korea, December 26th, 1950, following the tragic death of General Walton Walker during the critical days following the Chinese People's Liberation Army intervention, eight weeks before," he said. "Do what you think best, Matt, the Eighth Army is yours,' Supreme Commander, General of the Army, Douglas MacArthur told General Ridgway on his arrival in Tokyo, and General Ridgway did just that. Restoring morale and fighting capability to the so-called 'Bug-Out' Eighth Army as it retreated down the Korean Peninsula, mostly by appearing, as usual, in front-line positions and issuing G.I.-oriented, condition-



improving orders, he stemmed the retreat, and within eight weeks, halted in prepared defensive positions, then launched offensive operations, dubbed 'Killer' and 'Ripper,' aimed at destroying enemy forces. The situation had been retrieved, and by July 1951, armistice negotiations had begun, although two more years of bloody, attritional fighting was required until the armistice was concluded, July 27th, 1953. General of the Army Omar Bradley, named General Ridgway's performance as possibly the greatest military achievement in American military history," he said.

General Ridgway became Army chief of staff in 1953 and retired two years later. He remained in Pittsburgh until his death in July 1993 at the age of 98.

"I last saw General Ridgway in late 1991, shortly after he had been visited by Senators Strom Thurmond and Sam Nunn, to receive the Congressional Gold Medal, as a post Desert Storm gesture linked to the performance of his old commands, the 82nd Airborne Division and the XVIIIth Airborne Corps in that war. He was also presented the Combat Infantryman's Badge by General Colin Powell, an award he valued more highly than the Gold Medal, and could not receive at the time of its



*Michael Swanson, M.D., talked in the Pogue Auditorium about his relationship with General Ridgway.*

introduction in early World War II because he was already a general officer, and the award was only for ranks from colonel and below. [On that day] At age 96 his knees were frail, his mind was razor sharp, and his handshake was still firm and strong," said Swanson.

To read the entire text of Dr. Swanson's remarks, go to our Web site at [www.marshallfoundation.org/news/Swansonremarks.htm](http://www.marshallfoundation.org/news/Swansonremarks.htm)



## Stop by the Museum Shop

New in the Museum Shop for holiday gifts...books, videos, ties, military caps with Army, Air Force, Navy, and Marine Corps insignia, some camouflage as well as a supply of World War I and World War II posters.

The Book Bunker has hundreds of used books on military history, biographies, and social history. Look for our used books online at Amazon.

And new items are being added to the Shop online at [www.marshallfoundation.org/museum](http://www.marshallfoundation.org/museum). Visit us from your home computer.

The Museum Shop has become a drop-off spot for the Toys for Toys program. Bring in a toy and brighten someone's life. Museum hours are Tues.-Sat., 9 a.m. to 5 p.m.; Sun., 1-5 p.m.

## VISIT OUR MUSEUM SHOP ONLINE

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

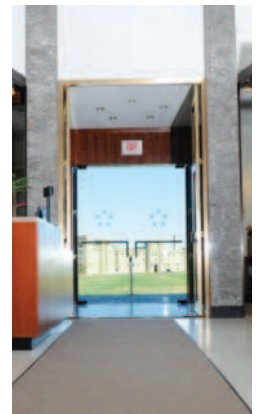
## Look for the following exhibits in 2011



**"When Janey Comes Marching Home"**  
*Portraits of Women Combat Veterans with photographs by Sascha Pflaeging and interviews and essay by Laura Browder March 2011*



**Herblock's Political Cartoons**  
*featuring cartoons by Herbert Block Later in 2011*



*Renovations to the Museum have resulted in a brighter entry.*

*in this issue*

# Topics

- ★ FedEx CEO Frederick W. Smith receives Marshall Foundation Award for 2010
- ★ Under Secretary of State Judith McHale delivers Frances McNulty Logan Lewis Lecture
- ★ Michael Swanson, M.D. opens Gen. Matthew Ridgway exhibit
- ★ NASA interns spend a day at the Foundation with Marshall

Read *Topics* online at [www.marshallfoundation.org](http://www.marshallfoundation.org)



FALL 2010

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