



Topics

The Newsletter of the George C. Marshall Foundation

Lois Quam Discusses Global Health, Marshall Plan and Boldness

Comparing the challenges of global health today and the economic and social recovery of Europe following WWII, Lois Quam said, “We invest in global health for powerful reasons: to protect Americans, build stronger nations and save lives.” Those were the same reasons for investing in the Marshall Plan. The European Recovery Program, the Marshall Plan, exemplified the strength to be bold with the need to weigh the risks but nonetheless to act and move ahead boldly, she said.

As executive director of the State Department’s Global Health Initiative, she has traveled the world to learn about the issues facing many people outside the U.S. When President George W. Bush announced an intention to change the course of history in Africa, particularly, around HIV and AIDS, he set in motion a bold solution to a big problem. Since then “we’ve been proud stewards in the Obama Administration of that work.” The idea has been transformed into the President’s Emergency Plan for AIDS Relief (PEPFAR) providing health-care and care for thousands of orphaned children (to stabilize populations). “Africa would be decimated by AIDS without our government [intervention],” she said.

Ms. Quam gave the 2012 Frances McNulty Logan Lewis Lecture in the Marshall Foundation Library. The lecture was established by George Logan of Charlottesville to remember his mother, who grew up on the Post at VMI and admired General Marshall.

Ms. Quam said there are three elements of the Marshall Plan that serve as lessons now for accomplishing big things. Even though the Marshall Plan was unique in time and place, “The focus of building enthusiastic support from the American people always comes through.” The ways of thinking about getting big things done (“Creative Statesmanship”) and changing the course of history are still relevant even in these different times, she said.



The Marshall Plan possesses a sense of country ownership with time-limited U.S. engagement and a shared responsibility with a time limit to create a sense of urgency. “Foreign aid without a time line can too often create dependence. But a time line realistic to the challenge and the goals creates a sense of urgency and collaboration and requires true and invaluable planning. As we build our work in global health, we have begun to make our point in new and forceful ways,” she said, emphasizing the importance of countries’ taking ownership of healthcare programs.

Finally, she said, “The Marshall Plan taught us that government matters... To accomplish big goals, to change the world, all kinds of organizations must contribute, but at its heart, though, government can provide the unity of action and the strength to be bold and get things done.”

President Barack Obama created the Global Health Initiative to help countries save lives today and strengthen health systems to build stronger nations tomorrow. Ms. Quam has a long record of public service and health care organization management.



Lois Quam gave the 2012 Frances McNulty Logan Lewis Lecture in the richness of the Marshall Library.

from the president



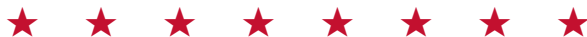
Brian D. Shaw

A question we hear frequently at the Marshall Foundation is why should we study Marshall today? What is it about Marshall, who has been dead for 50 years, that makes him relevant to young people and young leaders today?

In preparing for a talk to business leaders in Fredericksburg, Va., I rediscovered this story of an incident at the very beginning of Marshall's career. It speaks to his intelligence, his ability to think on his feet and his ability to lead under adverse circumstances.

Young George Marshall was commissioned in the Army in 1902, right after graduating from VMI, and was sent to the isolated, backwoods of the Philippines. He arrived with only his cadet training as his guide to be an infantry officer. The unit he found, the 13th Infantry, was sullen and embittered from the previous officer's arbitrary and tyrannical handling. To make matters worse, the unit was placed under strict quarantine shortly after Marshall arrived to avoid a cholera epidemic.

When the quarantine was lifted, Marshall—as the lowliest and greenest officer—was designated “morale officer” and directed to hold a Fourth of July field day and create an evening's entertainment. Marshall was given a set of regulations and procedures that had governed previous activities, including establishing cash prizes for participants. He worked his fellow officers pretty hard to increase the prize money for the field day, but the deadline for application to participate passed and there were no volunteers. Everyone just sat around and expected that the only entertainment would be watching Young Marshall make a fool of himself.



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Just before the first event was to begin, Marshall convinced two soldiers to run the 100 yard dash. The adjutant in charge said he wouldn't allow it because the men had not followed the established procedures. “I've been put in charge,” Marshall replied, “and I'm adjusting the rules.” The two men ran and Marshall divvied up the prizes allocated for the first four finishers between the first two. It was nearly the equivalent of two months' pay.

The other officers said “this is not according to established procedure.” “New game; new rules,” Marshall shot back. Volunteers now streamed forward and the track could not hold them all. Marshall added bike races and a wild pony race. The field day was a huge success and Marshall recalled hearing the first laughter in the garrison in months.

That evening Marshall insisted that the colonel parole the unit's most popular enlisted man, the best singer and dancer, who was being held in chains in the guard house for some infraction under the previous commanding officer. The men then produced a vaudeville show that surpassed the field events in hilarity. Marshall's reputation among the enlisted men, and grudgingly among the officers, was greatly enhanced. Fifty years later he was still receiving letters from men who remembered that day.

That's leadership. And that's why Marshall is so worthy of study and emulation today.

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as of 10/30/12

Rufus Long Digital Archive of Cryptology Established

Established by George A. Long in honor of his father, Rufus, who served as a cryptologist and communications officer with the U.S. Army Air Corps in China, India and Burma in WWII, the new digital archive will allow researchers access to this growing and prestigious collection.

The archives houses several cryptology collections that have recently generated increased interest among researchers. The largest and most comprehensive of the cryptology collections are the William F. Friedman Papers and the Elizebeth S. Friedman Collection, which document the history of cryptology as well as the careers of two of the most prominent cryptologists in history. The Friedman collections, now catalogued for researchers online, demonstrate the diverse subjects to which the principles of cryptology can be applied including military communication, the seizing of rum-runners during Prohibition, the authorship of Shakespeare, the Beale Treasure, and the Voynich Manuscript.



"Mr. Long's gift will allow us to create a deep digital archive of our cryptology collection, including our very rare William and Elizebeth Friedman Collection and will enable us to connect to similar projects at the University of Pennsylvania, the Folger Shakespeare Library and the New York Public Library," said Foundation President Brian D. Shaw.

George Long (left) and his father Rufus (right) stand with President Brian D. Shaw (second from left) and Ben Grigsby, who is a Foundation Trustee and a friend and former associate of George Long, with the plaque designating the new digital archive in Rufus Long's name.

★ in brief...

Pulitzer Prize-winning reporter and noted author **Tom Ricks** will discuss his new book *The Generals: American Military Command from World War II to Today* at the Jefferson Hotel in Richmond in December.

If you are not receiving our new **Leadership & Strategy Review** e-newsletter, let us know so we can add you to the list.

Readers who represent an organization that may be interested in our **educational programs in vision, strategy and leadership** are encouraged to call Marti Bissell or send an email to mbissell@marshall-foundation.org for more information about designing a program for you.

Volume six of *The Papers of George Catlett Marshall*, covering Marshall's Secretary of State years, will be delivered in December, leaving only the final Volume seven to be completed.

Nineteen tape-recorded **interviews with General Marshall** conducted by biographer Forrest Pogue have been digitized and can be heard on the web site.

Former trustee **Dan W. Burns** died at his home in Nevada in April. He served as an aide-de-camp to General Marshall during Marshall's mission to China after which became involved in a series of leadership positions in private business in California.

The traveling exhibit "Conflict Zone: Wartime Photography from Iraq and Afghanistan" opened in the lower gallery in November.

The Marshall Museum will open a new exhibit on "Good Manners" in December.

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

Leadership programs

U.S. Army Chief of Staff Gen. Raymond Odierno gave the Marshall Award Winners a look at the "big picture" Army.



Marshall Award Winners Killed in Action

John Tipton '95
KIA 5/2/04

Robert Colvert '98
No Information

Kimberly Hampton '98
KIA 1/2/04 in Iraq

Carrie Baker '99
No information

Timothy McGovern '01
KIA 10/31/07 in Iraq

Jeremy Wolfe '02
KIA 11/03 in Iraq

Nainoa Hoe '03
KIA 1/22/05 in Iraq

Joshua Hyland '03
KIA 8/21/05 in Afghanistan

Adam Malson '03
KIA 2/19/05 in Iraq

Jonathan Grassbaugh '03
KIA 4/7/07 in Iraq

Matthew Coutu '04
KIA 6/27/05 in Iraq

For 35 years Army ROTC Award Seminar has touched minds and hearts

Some ROTC Award winners, but certainly not all, appreciate the significance of their experience in Lexington that exposes them to high-level military and civilian leadership and to some of the best thinking about national security issues available at the time.

For other award winners, the realization comes years later that they were given a glimpse of U.S. global strategy, strategic thinking and military strategy that more typically occurs as they advance through rank and increasingly higher level, active duty assignments when such considerations become more important.

But during those three days in April each year for the past 35 years the best cadets in the United States who are soon-to-be commissioned officers prepare to lead with a new appreciation of some of the global issues confronting the country and its leaders.

As Army Chief of Staff Gen. Raymond Odierno said during the 2012 Army ROTC Seminar, "Our strategic environment has changed and will continue to change in unpredictable ways. Today, the world is defined by uncertainty and change. [T]his calls for us to think and lead in new ways." One cadet, commenting on an evaluation form after the Seminar, said, "General Odierno's presence was really a treat, and it validated how important this conference is. His speech helped me understand the big Army picture better."

Later during the closing session, TRADOC Commander Gen. Robert W. Cone said the Army is going through two fundamental transitions: a reduction in the number of soldiers from about 570,000 now 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. "Your soldiers expect you to be the linkage between one of them in terms of leading them in day-to-day operations and at the same time tying into the big strategy—the person who can explain why all this works," he said.

Col. Doug Charney, USA (Ret.), an award winner in 1982, is now the strategic operations officer at the Center for Strategic Leadership at the U.S. Army War College. He co-led the roundtable at the 2012 Seminar on Homeland Security and Homeland Defense. "When I attended this seminar in 1982, it was the first time I saw the big picture, the strategic world view. I have used that perspective in everything I've done since. It's been invaluable. Even now when I instruct students at the War College, I can tell immediately those who understand strategy and those who go straight to the tactical solution or recommendation," he said.

Other award winners have not been so fortunate to enlist the advantage of time in order to reflect on their seminar experiences. Recent conflicts have claimed the lives of 11 Army ROTC Award winners and extinguished their promise of future service.

One such award winner was Nainoa Hoe, who received the Award from the Univ. of Hawaii in 2003 and was killed in Mosul, Iraq in 2005. His name is part of the too-long list of those who made the ultimate sacrifice for their country. According to Foundation records, which are incomplete, Lt. Hoe was one of four members of the 2003 Award class of 272 new officers to have died in action. His parents have honored his memory by establishing an ROTC scholarship program at Univ. of Hawaii in their son's name, and a state-of-the-art simulation combat training center at Schofield Barracks in Wahiawa was dedicated in honor of Army 1st Lt Nainoa Hoe in 2007.



U.S. Army 2Lt. Josue Nunez (left) receiving the 2012 Mamekakaua O Manoa Award from Allen Hoe whose family created the award to honor the memory of his son, U.S. Army 1Lt. Nainoa Hoe.

Foundation Involved in Army JROTC Leadership and Academic Bowl

Nearly 360 Army JROTC cadets from 89 high schools attended the three-day 2012 U.S. Army JROTC Leadership and Academic Bowl that was held at George Mason Univ. near Washington in late June. The annual event was sponsored by the Marshall Foundation and College Options Foundation. This is the seventh 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 2011, the competition included 1,583 Academic teams and 1,345

Leadership teams from every state and U.S. territory, including Department of Defense Schools in Europe and the Pacific. The top-scoring teams were invited by U.S. Army Cadet Command to engage in the "live" championship rounds at George Mason.

St. Thomas Academy, Mendota Heights, MN, earned the top honors for both the Academic Championship and the Tri-Service Trophy over the Navy JROTC team from Moon Valley High School, Phoenix, AZ and the Air Force JROTC team from Scripps Ranch High School, San Diego CA. Calumet High School from Calumet, MI took top honors in the Leadership competition.

Charlotte-area JROTC programs study Marshall and Leadership

More than 4,000 Army Junior ROTC students in the Charlotte-Mecklenburg School District in North Carolina will participate in a book study of *Soldier, Statesman, Peacemaker: Leadership Lessons from George C. Marshall* this year. Beginning with the kickoff event in October that included author, scholar and futurist Jack Uldrich as the keynote speaker, these high school cadets immersed themselves in Marshall's leadership lessons. They learned about Marshall's nine leadership principles, including the principles of integrity, selflessness, candor and preparation, among others, that Uldrich describes in detail in his book. Each of 20 JROTC programs will complete a group project with the top teams being recognized during an awards ceremony in January. Additionally, each program sent five cadets to the Marshall Museum in early November. During the field trip, these cadets conducted additional research, toured the museum and archives, and learned more about Marshall's role in history.



Cadets went through the Museum looking for answers to questions presented during a scavenger hunt.

Bob Goodhue, in the foreground, looks at grave markers in the Meuse-Argonne Cemetery. photo credit: MilSpec Tours



First General George C. Marshall European Tour Astounds Travelers

By Don DeArmon, Tour Participant

The inaugural “Marshall’s Europe” ten-day tour was memorable for all participants, including three Marshall grandchildren, Jim Winn, Kitty Winn, and Ellene Winn, who shared childhood stories of growing up with General Marshall.

Other riders on the tour bus included over a dozen military veterans with a retired rear admiral submariner and a retired colonel and former West Point lecturer heading the list. One day, a detailed discussion by the veterans of “time on target” artillery tactics and history astounded the experienced MilSpec Tours guide.

I knew I was walking in Marshall’s actual footsteps when we visited the village of Cantigny where the American Expeditionary Force kicked off its first battle of World War I [that Marshall helped to plan] because I had just finished reading his *Memoirs of My Service in the World War, 1917-1918* before departing for Europe. At Omaha and Utah beaches, I thought about the many months of preparation that Marshall, who was “the organizer of victory,” had used effectively to ensure a successful invasion of Europe, one he watched from afar having selflessly given up his opportunity to command the invasion during the second world war.

6 We visited some amazing places: Omaha Beach. Utah Beach. Pointe du Hoc. Ste-Mere-Eglise.

Bastogne. A V-1 launch site. The Meuse-Argonne. French and German trenches from World War I. American military cemeteries. SHAEF headquarters and the room where Germany surrendered to the Allies on V-E Day. The Hotel Talleyrand where the Marshall Plan was administered.

The tour of World War I and World War II sites related to George C. Marshall’s career that was scheduled to commemorate the 65th anniversary of the Marshall Plan was a tremendous experience that was led by Foundation President Brian Shaw and Chairman of the Board of Trustees Jay Adams and enriched by short lectures from Marshall historian Mark A. Stoler, whose biography, *George C. Marshall: Soldier-Statesman of the American Century*, is among the best.

Riding through the Normandy countryside to the D-Day landing beaches and journeying through the villages of France in Normandy and Picardy vividly brought an understanding of the geography of both World War I and World War II. The wreath-layings at three American military cemeteries—Normandy, Meuse-Argonne, and Luxembourg—brought home the enormous sacrifices by members of the American military.

In addition to numerous U. S., French and British military monuments, the tour group visited an



A veteran who surprised the group by revealing a rich collection in his garage in Luxembourg.

photo credit: Diane Gabriel

Travelers at the Chapel of the Meuse-Argonne Cemetery where the group conducted one of three wreath layings.

photo credit: MilSpec Tours

American airborne museum and a Battle of the Bulge museum. One serendipitous venture led the group to a “museum” in a two-car garage in little Cantigny that contained a surprising array of World War I battle artifacts. The group also took time for a number of “culture” breaks, including a visit to Monet’s house and sumptuous gardens in Giverny to the memorable tapestry in Bayeaux and a four-hour guided tour of Paris.

What do the French and other Europeans think of Americans? Our group was welcomed warmly throughout Normandy and Picardy and toasted by the deputy mayor in Luxembourg City. Bastogne’s center is named Gen. Anthony McAuliffe Square, paying tribute to its 101st Airborne defenders during the Battle of the Bulge. The high school adjacent to the SHAEF headquarters museum in Reims is Franklin D. Roosevelt High School. A beautiful stained glass window in the church in the town square at Ste-Mere-Eglise (the church with a parachute and figure hanging permanently from the steeple) depicts a Madonna and child—flanked by American paratroopers. I was struck over and over again at how, 68 years after D-Day, the people of France and Luxembourg and Belgium have not forgotten but remain grateful to this day for their American liberators.

We loved our red-carpet welcomes, but members of our group were pale imitators of those liberators. However, we will all carry forward that message of eternal thanks and our newfound understanding of the great military sacrifices as we share our experiences of this terrific Foundation-sponsored trip.



A WWI trench in France looking much the same as it looked 100 years ago.

photo credit: MilSpec Tours

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