



Topics

The Newsletter of the George C. Marshall Foundation

FEI Participates in Executive Leadership Series on Marshall

Continuing its Executive Leadership Series, the Foundation hosted 35 senior federal government executives attending the Federal Executive Institute in Charlottesville for a day-long examination of the leadership example and genius of George C. Marshall in January.

The premise of the day was simple. George C. Marshall was the greatest American leader of the 20th century. His greatness was defined by his strong character, his reputation for honesty and candor, his commitment to solving tough problems, his capacity for hard work, his eye for detail, his optimism and his selfless service. There is something in his story that anyone can apply to his or her life.

Students of history might conclude that Marshall's entire career until his appointment as chief of staff in 1939 was a prelude to his leadership on the world stage. Often with incredible foresight, he addressed some of the biggest challenges of the day

For instance, how did Marshall increase the armed services from fewer than 200,000 in uniform when he became Army Chief of Staff in 1939 to more than eight million by the end of World War II? How did he institute a peace-time military draft as he anticipated this country's eventual involvement in the war in Europe? Following that war, how did he persuade Congress as Secretary of State to fund Marshall Plan aid that included assistance to our former enemies? These are examples of the huge problems he solved, yet he prevailed in his mission...almost every time.

As the FEI students moved through the day they heard from Dr. Gerald Pops, Jack Uldrich and Lt. Gen. John Knapp, USAR (Ret.), each of whom provided a viewpoint informed by scholarship and an understanding of Marshall's greatness.

Author of *Ethical Leadership in Turbulent Times: Modeling the Public Career of George C. Marshall*, Pops briefed the class on aspects of Marshall's life and character that bore on his development as a leader.



Futurist and author of *Soldier, Statesman, Peacemaker: Leadership Lessons from George C. Marshall*, Uldrich put Marshall's leadership example into the context of exponential cultural and technological changes that are transforming the world today and creating the need for leaders to anticipate how those changes will impact their organizations. See a summary video of his remarks on our Web site.

Finally, speaking from the grounds of Washington and Lee Univ. located near the Marshall Foundation, Gen. Knapp compared Generals Robert E. Lee, George Washington and George Marshall and described their accomplishments as leaders after great wars.

Futurist and author Jack Uldrich discussed Marshall's strategic leadership example in the context of today's fast-changing world.



Lt. Gen. John Knapp (left) and Dr. Gerald Pops (middle) put Marshall's career into perspective.

from the president



Brian D. Shaw

When Fred L. Hadsel was named director (now president) of the Marshall Foundation in 1974, Robert A. Lovett, then chairman of the board of trustees, gave him one instruction. In his usual brief and to-the-point manner, Lovett said Hadsel's principal job was "to prevent the Foundation from becoming a polite mausoleum."

Dr. Hadsel took that instruction to heart. With assistance from the Board, he created three programs of distinction that remain key parts of the Foundation's mission: The Marshall Army ROTC Award Seminar, the Marshall Undergraduate Scholars Program, and *The Papers of George Catlett Marshall* project.

In its 33rd year, the Marshall Army ROTC Award Seminar continues to bring the top cadet from each Army ROTC unit to Lexington for a three-day seminar on national defense and security issues. Countless national leaders from the military, politics and diplomacy have spoken to 10,000 cadets. The long-term benefit of this program is seen in the number of former Marshall Award winners who are now returning to lead roundtables or to speak at plenary sessions. It is sadly ironic that Dr. Hadsel died two days before we were to welcome the 2010 Marshall Award winners.

The Marshall Undergraduate Scholars Program allows undergraduate students from colleges and universities around the country to do primary-source research on the topic of their choosing from "the Marshall era," loosely defined as the first half of the 20th Century. That research is then presented in the form of papers that often evolve into masters' theses or doctoral dissertations. The Foundation has

hundreds of these papers in its archive. They have become valuable research tools for scholars.

The Papers project has provided the academic underpinning for Forrest Pogue's four-volume biography of Marshall. Unlike most papers projects, the Marshall Papers was begun before the biography was finished, thus allowing Pogue and Dr. Larry Bland, the late editor of the Papers, to collaborate in the writing of both the biography and the Papers. The symbiotic relationship between the Papers and the biography also helped create a more complete Marshall archive in Lexington.

When the Marshall Papers project is completed in 2013, the Foundation will have finished one of the projects started by Dr. Hadsel. We are confident the others will go on and continue to add to the rich programmatic offerings of the Foundation. Yet, as Mr. Lovett urged Dr. Hadsel, the Foundation will not become "a polite mausoleum." We are constantly seeking new programs and new ways to spread the Marshall name.

It is our hope that by 2014, the 50th anniversary of the dedication of our building, that the Foundation will be known as much for its programs as it is for its archives and research. By doing so we will not only honor Marshall's legacy but also that of Dr. Hadsel and the many others who have worked so hard to sustain the Foundation.

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Your Planned Gift is Important

Lt. Col. William R. Vivian, USA (Ret.) remembered the Foundation in a trust he established many years before he died last year.

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.





Gen. Tony Zinni Says Leaders Today Must be More Strategic

Retired Marine Corps Gen. Anthony Zinni believes there is a leadership crisis in the world and it is getting worse.

Zinni mentioned survey after survey that shows a continuing decline in the performance of leaders in all sectors of society. Author of *Leading the Charge: Leadership Lessons from the Battlefield to the Boardroom*, he said, "the greatest absence in leaders today is the ability to think strategically, to imagine how the world will be different."

"What we're missing is George Marshalls," referring to Marshall's ability to see the Big Picture and take a strategic view. "We have become arrogant. We lack the discipline to understand the new world order."

Leaders today, he said, are required to "understand the speed at which decisions have to be made...."

They can keep up with the speed of decision making and information by selectively picking what they need." They cannot be afraid of learning from all levels of their organizations so the result is a flatter structure in which decisions are made rapidly with more input from more areas. "Successful leaders have the capacity to make the right decisions because they see intuitively what needs to be done."

Forceful and provocative, he said, "The leaders today are in charge of their organizations. They shape them. They mold them. They move them, and they are not afraid to alter them. Any organization that looks like a Christmas tree is a dinosaur."

"Look at successful businesses that are streamlined, flattened, constantly changing and morphing. They call themselves webs and networks as opposed to theses hardwired, hardlined, tiered and bloated bureaucracies."

General Zinni is a former Commander in Chief of U.S. Central Command (CENTCOM) and the current chairman of the board of BAE Systems, Inc., a \$25 billion-per-year aerospace company.

As BAE chair, he visited the Marshall Foundation in March to acknowledge BAE's support of the Foundation .

Following his retirement from the Marine Corps in 2000, Gen. Zinni served his country as the U.S. Peace Envoy in the Middle East and as the Special Envoy to the Henri Dunant Centre for Humanitarian Dialogue (Indonesian, Philippines and Sudan peace efforts). Currently he is a visiting lecturer at Cornell Univ. in addition to his other duties.

BAE Systems chairman and former CENTCOM Commander, Gen. Tony Zinni talked about Marshall's leadership greatness during a visit to the Foundation in March.

Marshall as Strategist

As Chief of Staff, General Marshall argued for the concept of a unified command to conduct World War II after the United States entered in 1941. From the Marshall Papers we get a glimpse of Marshall's value leading up to the D-Day invasion in 1944.

"A key difficulty in delineating Marshall's role lay in the reluctance of the other members of the Joint Chiefs of Staff and many high-ranking War Department officials to lose Marshall's services in Washington. Arnold [General Henry "Hap" Arnold] told [General Thomas] Handy:

Leaving all personalities out of the problem, the Chief of Staff of the United States Army has been a tower of strength to the President of the United States. He, more than any other one man, has been able to give the President of the United States advice and counsel

in strict accordance with military conditions as they exist, and requirements for the future. The President could always count on this advice, knowing that it would be the best obtainable. . . . It is quite apparent to most of us in the War Department that for the Chief of Staff to be appointed as Commanding General of OVERLORD makes him just another Theatre Commander. He loses the value of his long years of experience in over-all planning for global operations and the Secretary of War, the General Staff and other federal officials lose his counsel and advice."

Marshall remained in Washington at the president's side to continue in his role as architect and strategist of the victory.

Source: *The Papers of George Catlett Marshall*, vol. 4, "Aggressive and Determined Leadership," June 1, 1943–December 31, 1944, ed. Larry I. Bland and Sharon Ritenour Stevens.



Gen. Eisenhower (left) became Operation Overlord commander, and Gen. Marshall stayed in Washington as chief strategist and advisor to the president.

leadership programs

Air Force ROTC Award Seminar Wins High Marks from Cadets



Seminar Chairman Gen. John Jumper, USAF (Ret.)



Brig. Gen. Teresa Djuric

They arrived in Reston, Virginia from all U.S. states and two territories for the fifth annual Marshall–Arnold Air Force ROTC Award Seminar at the end of January. The ambitions of these 143 top cadets from different college or university ROTC detachments ranged widely.

Many of them dream big dreams. Some want to be fighter pilots, electronic warfare officers, aeronautical engineers, and intelligence officers. Still others see themselves on the edge of space and cyberspace consistent with the Air Force mission.

Bright and enthusiastic, they represent about 1% of all Air Force ROTC cadets. Soon they will be commissioned as officers coincident with their college graduation. The three-day Marshall Foundation seminar gave these future leaders a peek into their futures.

They spent time with knowledge experts discussing national security issues. They listened to and talked with senior Air Force leadership. And, certainly, they talked with each other and made new friends.

Seminar Chairman and former Air Force Chief of Staff Gen. John Jumper, USAF (Ret.) advised them

can aspire to,” he said. General Jumper is a member of the Foundation’s Board of Trustees.

Air Force Chief of Staff General Norton A. Schwartz opened the seminar with keynote remarks. General Schwartz reminded the cadets of the privilege and obligation of beginning an Air Force career that will be exciting and exhilarating. He said part of his success as a leader can be attributed to his passion for life-long learning. “That will be your advantage, too.... We must find time for serious scholarship, for it is the key to success,” he said referring to constantly evolving mission of the Air Force and the need to adapt to its changing conditions.

The seminar has been held in cooperation with the Jeanne M. Holm Center for Officer Accession and Citizen Development. Brig. Gen. Teresa A. H. Djuric commands the Holm Center. She told these cadet leaders to share what they learned with others in their detachments and reflect on the relationships that they formed during the seminar.

The seminar also included a guided tour to monuments in Washington, and despite a snowstorm, it was popular with cadets who had never been to the nation’s capital as well as those who had. Overall the cadets rated the seminar as outstanding. Several said it was the best experience of their ROTC careers. One of them, Cadet Jonathan Garver, of Penn State, said, “The 2010 Marshall-Arnold Awards Seminar was hands down the best program in my four year AFROTC experience. The roundtable leaders were simply amazing, speakers were phenomenal, and hotel accommodations were beyond my expectations.”

Speakers from Air Force and business gave principal speeches. Gen. Stephen R. Lorenz, Commander, Air Education and Training Command, talked about the keys to leadership based on the core values of integrity, service and excellence. One of those keys, he said, “Learn the art of balancing shortfalls. You will never have enough time, money, or manpower.” He added, “There’s nothing more exciting than being a servant leader in serving this nation. Every day get up and try to be a better leader than you were yesterday.”



Cadets talked about national security issues in roundtable discussions led by subject matter experts.

to digest the lessons of the two days “because they will serve you well.” About their decision to serve and to lead, he told them, “You could have taken the easier path and didn’t.” That sets the pattern for success, he said. And that pattern will soon include the responsibility of leading highly motivated and well-trained people. That is “the greatest privilege you

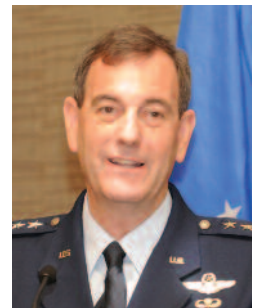
leadership programs



Maj. Gen. Judith Fedder closed the three-day seminar.



Air Force Chief of Staff
Gen. Norton Schwartz



Gen. Stephen Lorenz



Maj. Gen. Judith Fedder



Sheila Cheston,
Exec. V.P., BAE Systems

Maj. Gen. Judith A. Fedder, Director of Logistics, Air Combat Command, described the diverse and interesting careers that will be unfolding for the soon-to-be new junior officers. She said, "Many of you will be employing weapons systems...or on a whole new mission set that we haven't dreamed of yet."

Sheila A. Cheston, Executive Vice President for BAE Systems Inc., talked about leadership and ethics. She said, "Many people talk about character in terms of what you do when no one is looking....But I think character is also what you do when everyone is looking. Hold on tight to that inner, moral compass."

Cadet reviews gave the seminar high marks. Credit goes to Linda Maini, Debbie Barron and Leigh McFaddin of the Marshall Foundation and to Col. John McCain, Commander, Air Force ROTC; Col. Dan Doty, Director of Operations, HQ, AFROTC and Scott Gilley, Chief, AFROTC Cadet Programs, for completing a successful event.



See the Foundation Web site for speeches, summaries and photos.

National Security Issues Roundtable Topics and Leaders included:

Homeland Security

Lt. Col. Bert Tussing, USMC (Ret.)

Ethics: An Officer's Character

Capt. James Campbell, USN (Ret.)

Transnational Non-state Actors: the Major Threat to US International Security Interests

Brig. Gen. Russell D. Howard, USA (Ret.)

Security Challenges in Afghanistan and Pakistan

Sonny Busa

The Evolving Mission in Iraq and the Gulf States

Col. John A. Wahlquist, USAF (Ret.)

Israel and Its Neighbors

Tom Dowling

Africa: Escalating Security Challenges

Dr. J. Holmes Armstead, Jr.

China, Japan and the Koreas

Major Joseph Kim, USA

Diversity Recruiting and Retention

Brig. Gen. Teresa Djuric, USAF

Russia: Ally or Antagonist?

John Concannon

The Impact of a Nuclear Iran

Thomas M. King

Joint Missions and Operations-VSR (virtual staff ride)

Leaders: Paul B. Barron, Thomas Donnelly

Advisor: Gen. Paul Gorman, USA (Ret.)

scholarship programs

Marshall Scholars Discuss their Research Projects and Papers

The Marshall Scholars convened one Friday in April for informal presentations on their year-long research and writing projects. In the beautiful surroundings of the Marshall Library, the students fielded questions, talked about twentieth-century diplomatic and military history, and exchanged suggestions for the final papers due in May.

The projects range from Marshall in China, the American occupation of Haiti during 1915-1934, civil-military relations, military and diplomatic events during World Wars I and II, and various perspectives on the Marshall Plan. The Larry I. Bland Marshall Undergraduate Scholars Prize will be awarded to the best overall paper.

Like many of the participants, Yuliya Tobilko of Ukraine, conducted archival research for the first time as a Marshall Scholar. Tobilko used the William C. Foster Collection of ECA Monthly Reports to analyze the economic outcomes for three Marshall Plan countries. Along with most of the Scholars, she hopes to pursue graduate work in history or international relations upon graduation.

One of the Marshall Scholars will begin an internship at the Center for Military History in Ft. McNair; another will work at the Department of Defense. All agreed that the opportunity to work with a great collection of documents and the enrichment, confidence, and collegiality gained from the experience will be valuable assets for future work in their fields.

Sixteen scholars from 11 colleges and universities are participating this year.



Marshall Scholars for 2009-2010 on the steps outside the Foundation. Joanne Hartog (bottom left) directs the program. James Madison Univ. Prof. Steve Guerrier (top right) serves as academic advisor.

2010 Marshall/Baruch Fellowship Recipients

The Marshall Foundation awarded ten George C. Marshall/Baruch Fellowships this year for doctoral and post-doctoral work in fields related to twentieth-century diplomatic or military history and international affairs. The awards are generated from a gift provided annually by the Baruch Family Foundation of Encino, California. The fellowships honor the career of George C. Marshall, 20th-century soldier-statesman, and the Baruch family. The recipients and their research projects are:

Roham Alvandi, University of Oxford
Nixon, Kissinger, and the Shah: U.S.-Iran Relations and the Cold War, 1969-1976

Joonbum Bae, University of California-Los Angeles
IR Theorists & Critique of U.S.-China Policy during the 1950: A Reassessment

Sean Dettman, University of London
America and the Blitz

Kristen Dolan, University of North Carolina-Chapel Hill
Occupied Civilian Internment in American Germany, 1944-1950

Andrew Hao, University of California-Berkeley
Representations of China in 20th Century American Diplomatic & Economic Imaginations: The Marshall Delegation and Early Post-Mao Reforms

Lauren Hirshberg, University of Michigan-Ann Arbor
U.S. Weapons Development in the Marshall Islands during the Cold War

Robert Jordan, Eisenhower Institute Visiting Fellow
General Andrew Goodpaster

Chen Li, University of Cambridge
U.S.-China Military Cooperation: From Burma Campaigns to Civil War in Manchuria

Michael Rossow, Northern Illinois University
Medical Care Provided by the U.S. Military to POWs under the Red Cross Convention During WWII

Arnand Topriani, Georgetown University
Oil and Grand Strategy, 1918-1945

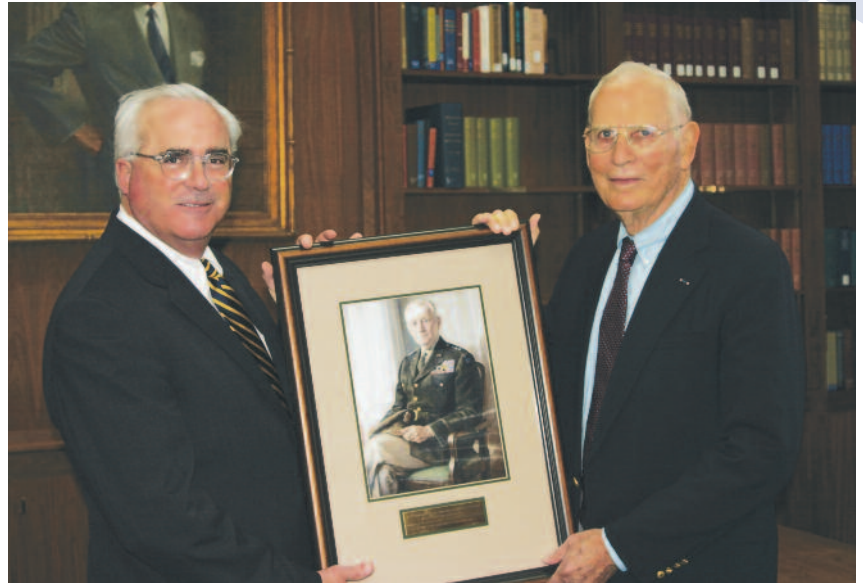
100th Division Collection Yields Surprising Result Well after WWII

Clifford (Kip) LaBelle served in the 100th Infantry Division, 399th Infantry Regiment, Company B in Bitche, France with valor. He received a Silver Star immediately following WWII, and at that time he was told he had been recommended for the Distinguished Service Cross.

Since he heard nothing more about the award, he assumed the paperwork had been lost or never processed. Finally in September 2009 the Distinguished Service Cross medal arrived in the mail, 64 years after his heroic actions in WWII. This result was possible because of the Foundation's Web site.

What a surprise when his daughter, Janet, found "Distinguished Service Cross" as the first result in a search for her father's name on the Marshall Foundation Web site! Janet contacted the National Personnel Records Center to request the Distinguished Service Cross citation and medal, both which arrived by mail last year.

The 100th Infantry Division collection at the Marshall Foundation contains the documentary record of the division from its formation at Fort Jackson, South Carolina in November 1942 through the end of its occupation of southwestern Germany in December 1945. It includes official military records and reports, division, regiment, and company histories, memoirs, maps, photographs, division



and regiment newspapers, and other ephemera, and much of it is searchable via the Web site.

This collection continues to grow in size and scope with the periodic addition of more items donated to the 100th Infantry Division Association and transferred to the Foundation.

One noteworthy item is *The Story of the Century*. Published in 1946, this is the official history and provides an excellent overview of the experiences of the 100th Infantry Division in World War II and helps to place the other items found in the collection in the proper context. *The Story of the Century* is available on the Web site at www.marshallfoundation.org/StoryofCentury.htm.

Robert Fair (right), an officer of the 100th Division Association, presents Foundation President Brian Shaw with a framed portrait of Maj. Gen. Withers A. Burress, the esteemed commanding general of the division.

Friedman Cryptology Collection Cataloged and Available Online

The Foundation has completed a five-year project to catalog the collection of William and Elizebeth Friedman, who were professional cryptographers working for the U.S. government during World War II to break Axis codes.

Rose Mary Sheldon, Ph.D., who teaches at Virginia Military Institute, created *The Friedman Collection: An Analytical Guide*, which is available to researchers online. This guide lists items donated by the Friedmans. The original collection had more than 3,000 items. Some papers were re-classified by the National Security Agency. Other items have been donated by William Friedman's son, John.

William Friedman is legendary within NSA. Many consider him to be one of the greatest cryptologists of all time. He supervised the breaking of the Japanese Purple code in the late 1930s. The

Foundation's holdings are the most complete of Friedman's private collection.

Both Mr. and Mrs. Friedman were professional cryptographers, and they collected widely on the subject of codes and ciphers. Their collection is a treasure trove of items to be used by researchers working on biographies of people the Friedmans knew, historians writing about both world wars, the role played by signals intelligence, or even historical codes that have not yet been broken. Scholars from remote locations can now do a word search on a topic like Russian imperial codes, codes used by German agents in World War II, or the Shakespeare ciphers and see what is in the collection and what the Friedmans had to say about it.

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(540) 463-2083.

leadership programs

Army ROTC Cadets Immersed in Issues, Leadership Development

During the 33rd annual Cadet Command Marshall Army ROTC Awards and Leadership Seminar held here in April, Army leaders talked about the requirements of a changing mission, the need for strong teamwork, and qualities of an effective leader.



Brig. Gen. Anthony Crutchfield, an award winner in 1982, holds up his class yearbook to illustrate his point.

Top cadets from 272 ROTC detachments represented their programs at the seminar. During their three days in Lexington the cadets listened to and met with senior military leaders and discussed national security issues in small groups. Soon-to-be-commissioned, they also used the opportunity to form friendships with cadets from other schools and units that will last throughout their careers.

Army Chief of Staff Gen. George W. Casey, Jr., told the cadets they are about to join an army has been at war for eight-and-one-half years and continues to be out of balance because of the strains of the prolonged conflict.

"We are weighed down by current demands to sustain the volunteer force over the long haul," he said. "There's still more to do for another decade at war," he added, anticipating the current strain on deployed forces will continue. "We are involved in a long-term ideological struggle....We are in a period of persistent conflict...and protracted confrontation with states and non-states." He said the Army has been changing to fight the new enemy. To deal with the complexity and change facing the Army, Gen. Casey said, "We are working to build an Army that's a virtual mix of tailorable and networked organizations."

The defeat of global terrorism is on Gen. Casey's mind constantly. He said he has two concerns about the Army's ability to combat terrorism. The first is that weapons of mass destruction will fall into the hands of terrorists. The second is that safe havens, those places where a government can't or won't deny entry to terrorists, will continue to provide shelter to the enemy.

Gen. Casey spoke at the end of the first day of the three-day seminar. At noon on the second day, Brig. Gen. Anthony Crutchfield told the cadets, "You have made the decision of self-discipline over self-interest, of work over comfort, and of character over celebrity," referring to the hard choices they have made already in their lives. Brig. Gen. Crutchfield received the Marshall Award in 1982. He pulled out the yearbook from his award year and said there are five members of this Award winner class who are now flag-rank officers. He told the cadets that their PMS (professor of military science) saw something in them that set them apart from the rest and to build on that.

Other keynote speakers included Gen. Martin E. Dempsey, commanding general, U. S. Army Training and Doctrine Command; Lt. Gen. Benjamin C. Freakley, commanding general, U.S. Army Accessions Command; Maj. Gen. Douglas L. Carver, Army Chief of Chaplains, and Maj. Gen. Robert E. Wagner, USA (Ret.).

This seminar is a unique blend of Army history, Army present and Army future. Cadets walk the same ground where George Marshall learned, Stonewall Jackson taught and Robert E. Lee presided. Senior army officers interact with the cadets and answer the hard questions posed by these young men and women who plan to give their futures to the Army. Nowhere else will these cadets take this unforgettable journey founded on the living traditions and history of the U.S. Army.

The seminar was sponsored by U.S. Army Cadet Command at Ft. Monroe, VA. Maj. Gen. Arthur Bartell is the commander. Gen. J. H. Binford Peay, II, USA (Ret.), chaired the seminar. Gen. Peay is superintendent of Virginia Military Institute and a member of the Marshall Foundation board of trustees. Events took place at the Foundation, VMI and Washington and Lee.



Gen. J. H. Binford Peay, III, USA (Ret.) Seminar Chair



Maj. Gen. Arthur M. Bartell

leadership programs



ROTC Award Alumni join LinkedIn Marshall Association Web site

Marshall ROTC Award winners are invited to join LinkedIn to stay in touch with other award winners. Visit www.linkedin.com and look under groups for the Marshall Award Association.

News from award winners includes:

Capt. Greg Tomlin, USA, has co-authored *The Gods of Diyala* about his experiences as a platoon leader in Iraq during 2004. Greg received the Marshall Army ROTC Award in 2001.

Col. Jeffrey Tipton, AZNG, wrote "Marshall: The Essential Strategic Leader." The full text of his paper can be found on our Web site. He received the Marshall Army ROTC Award in 1989.

Greg King, 1979 Marshall Army ROTC Award winner, directs government relations in Washington for FLIR, a manufacturer of vision systems employed by the U.S. military and others.



Beginning June 1, photos and complete video coverage of the keynote addresses plus other information will be available at www.marshallarmyrotc.org.

Closing ceremonies in the grandeur of Jackson Memorial Hall at Virginia Military Institute included remarks by Gen. Martin Dempsey, commanding general of U.S. Army Training and Doctrine Command.



Gen. George W. Casey, Jr.



Gen. Martin E. Dempsey

National Security Issues Roundtable Topics and Leaders included:

U.S. Military Support to Stability and Peace Operations

William J. Flavin

Homeland Defense and Homeland Security

Lt. Col. Janice King, USA

Security Challenges in Afghanistan & Pakistan

Sonny Busa

The Impact of a Nuclear Iran

Tom King

Ethics: An Officer's Character

Capt. James Campbell, USN (Ret.)

Transnational Non-state Actors: the Major Threat to U.S. International Security Interests

Col. James F. Powers, Jr., USA (Ret.)

Security Challenges in the Americas

Prof. Richard J. Kilroy, Prof. Blair P. Turner

The Evolving Mission in Iraq and the Gulf States

Col. John A. Wahlquist, USAF (Ret.)

Israel and Its Neighbors: Is Peace Possible?

Tom Dowling (Ret.)

Africa: Escalating Security Challenges

Andrea M. Walther

Russia: Ally or Antagonist?

John Concannon

China, Japan and the Koreans

Maj. Conway Lin, USA

The Role of the Platoon Leader and NCO

MAJ Christine Takats, CPT Rafael Albornoz, CPT Christopher Hornsby, CPT Holly Ishman, CPT Federico Martinez, 1LT Christopher Hamilton, CSM Charles Green, CSM Isaia Vimoto, SGM Kevin Goetz, SGM Susanna Harper, SGM James McGruder, SGM Cedric Moore, MSG Richard Lewis, MSG Larry Thomas, SFC Joshua Bunton, SFC Nevin Gamble, SFC Rickie Jackson, SFC Jesse Sample

Joint Missions and Operations (Robert's Ridge/Operation Anaconda-Afghanistan)

Leaders: Paul B. Barron, Maj. James Cook, USA (Ret.)

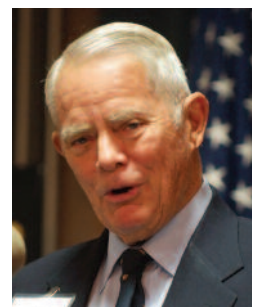
Advisor: Gen. Paul Gorman, USA (Ret.)



Lt. Gen. Benjamin Freakley



Maj. Gen. Douglas L. Carver



Maj. Gen. Robert E. Wagner (Ret.)

Former Marshall Foundation Director Fred Hadsel Dies

Fred Latimer Hadsel, 94, of Lexington, a career diplomat and retired director (now president) of the Marshall Foundation, died April 11 at his home.

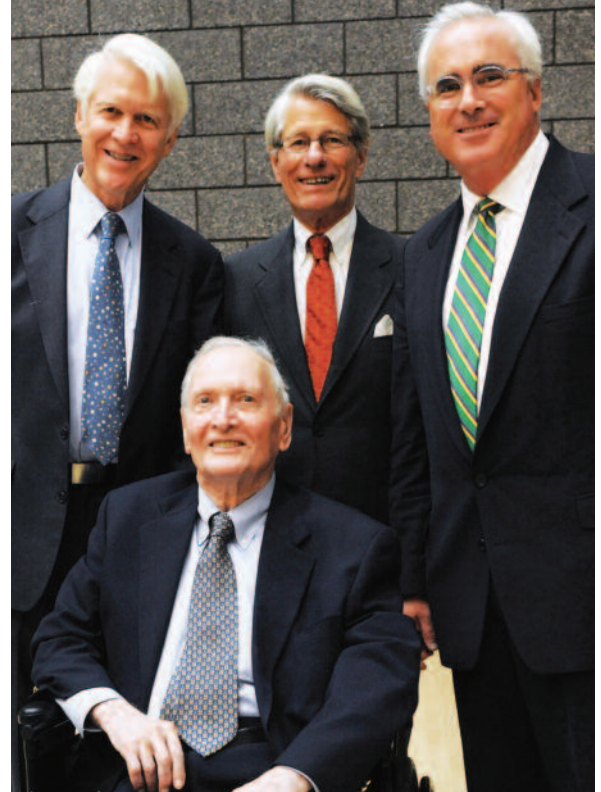
He had lived in Lexington since 1974 following his retirement from the foreign service to serve as director of the Marshall Foundation until 1985.

"It is hard to overstate the impact of Dr. Hadsel on the Marshall Foundation," said Brian D. Shaw, current Foundation president. "He created and nurtured three of our cornerstone projects: the Marshall Army ROTC Awards Seminar, the Marshall Undergraduate Scholars Program and *The Papers of George Catlett Marshall*. After his retirement, Dr. Hadsel remained active in the affairs of the Foundation until his death. We are grateful for his vision, his leadership and his friendship."

Hadsel's work at the Foundation included work on the completion of the authorized biography of Marshall by Forrest C. Pogue, who had been his colleague and mentor at the University of Chicago. His last contribution to the Foundation was a history of its first 50 years, from 1955 to 2005.

Born on March 11, 1916, in Oxford, Ohio, he earned his undergraduate degree (Phi Beta Kappa) at Miami University, where his father was a professor of Latin. He held a master's degree in history and international relations from Clark University in Massachusetts and a doctoral degree in European history from the University of Chicago.

Growing up in Oxford, he attended the original McGuffey School. He discovered a love of the French horn and attended the National Music Camp



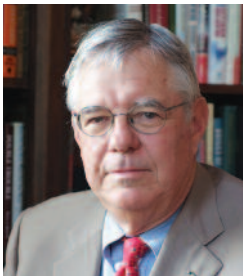
at Interlochen, Michigan, where he studied under John Phillip Sousa.

During World War II, he served with the First Army as a combat historian in Europe. He later reflected that the military assignment changed the focus of his interest from history to international relations, and from solely academic work to foreign affairs. He joined the Department of State in 1946, later entering the Foreign Service. He served as First Secretary for African Affairs in London, Deputy Chief of Mission in Ethiopia, Ambassador in Somalia and Ambassador in Ghana, retiring in 1974.

He is survived by his three daughters, Christine Hadsel of Burlington, VT.; Winifred "Kit" Hadsel Huffman of Lexington; and Jane Hadsel Spooner of London, England; and six grandchildren.

Memorial contributions may be made to the Marshall Foundation.

Dr. Fred Hadsel (seated) is shown here with former Foundation presidents (from left) Albert J. Beveridge and Harry H. Warner and current president Brian Shaw at the Marshall Symposium in October.



James J. Winn, Jr.



James R. Roebuck, Jr.

Winn, Roebuck Join Board of Trustees

James J. Winn, Jr., Baltimore, and Rep. James R. Roebuck, Jr., Philadelphia, have joined the Board of Trustees.

Mr. Winn is the step-grandson of George C. Marshall. Retired from the law firm of Piper Rudnick LLP, he is manager and sole member of the Winn Group, a timber plantation and land company located in Alabama, and general counsel to a cattle ranching and land company in Texas. He served on active duty in the Army for three years in Germany between graduation from Princeton Univ. and Washington and Lee Univ. Law School in 1970.

Rep. Roebuck was appointed to the board by Gov. Edward Rendell to represent Pennsylvania, Marshall's birth state. Educated at Virginia Union Univ. and Univ. of Virginia, Dr. Roebuck was elected to the Pennsylvania House in 1985 from his home district in Philadelphia. He fills the board seat vacated by Rep. H. William DeWeese who served 20 years.

Visit the Web site to view the complete list of members of the Board of Trustees and Council of Advisors.

General Matthew B. Ridgway to be Focus of New Exhibit

My Battles in War and Peace: General Matthew B. Ridgway will be the focus of a loan exhibit to the Marshall Foundation from May 14 through December 31, 2010.

Along with letters and photographs, there will be objects associated with Gen. Ridgway's military career from various lenders including the U.S. Army Center of Military History, Washington, D.C. and Soldiers and Sailors Memorial Hall and Museum, Pittsburgh, PA as well as from private collectors.

A lecture on June 1 will be given by Michael Swanson, M.D., a lender to the exhibit and former Pittsburgh neighbor of the retired Gen. Ridgway. Dr. Swanson will talk about his relationship with Ridgway beginning at 5:30 p.m. to be followed by a Curatorial Walk Through and reception.



My Battles in War and Peace:

GENERAL MATTHEW B. RIDGWAY

RIDGWAY

Join us for the public opening and a talk about Gen. Ridgway on June 1.

★ in brief...

The **Marshall Museum** is now open on Sundays from 1-5 p.m.

Visit the **Museum Shop** online or in person to buy many new items, including several new books. Military caps with Army, Air Force, Navy, Marine Corps and Coast Guard insignia, some camouflage as well. A supply of World War I and World War II propaganda posters. **The Book Bunker** with hundreds of used books on military history, biographies, and social history. Look for our used books on Amazon! New items are being added to the Shop online at www.marshallfoundation.org/museum/index.html so visit us from your home computer.

Christine Drake is now manager of The Museum Shop. **Wai Wai Than, John Winfrey, Carroll Comstock, Mary Skutt** and **Anne Riffey-Buckner** are museum associates.

Larry Hunt, CEO of IDS Scan America, Manassas, donated a 32 X 38" photographic portrait of Marshall that hangs inside the entrance to the Museum.

Seth McCormick-Goodhart is working in Collections.

VMI and the Marshall Foundation are co-hosting the annual meeting of the **Society for Military History** in May. The Society publishes the *Journal of Military History* from offices in the Foundation.

Mark Stoler's biography *George C. Marshall: Soldier and Statesman* has been translated into Mandarin.

The **Annual Fund** had 15% more donors and dollars in 2009. Thank you for your support.

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

The Woodrow Wilson Presidential Library is offering an eight-day **Tour of American Expeditionary Force Battlefields** in France beginning Oct. 12. For more information see our Web site or call Wilson Library at 540.885.0897 and mention you saw this announcement in the Marshall Foundation newsletter.

Topics can be read online at our Web site.

Send us your email address or complete our Web site form to be added to the list to receive email announcements

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- ★ 100th Division archives highlighted
- ★ Federal executives introduced to Marshall
- ★ Former director Fred Hadsel remembered



SPRING 2010

Read *Topics* online at www.marshallfoundation.org

Celebrating his legacy ★ Inspiring new leaders



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