



THE
GEORGE C. MARSHALL
FOUNDATION

THE STRATEGIST

Fall 2014

The Newsletter of the George C. Marshall Foundation



Members will derive the benefits of membership in the only organization that is devoted to revealing the greatness of this great man.

FOUNDATION SWITCHES TO MEMBERSHIPS

Donors to the Marshall Foundation now have the option to become members.

“We believe people fundamentally want to belong to something, so we’ve decided to offer memberships as a meaningful approach to engage those who want to contribute in a way that gives them the personal benefit of membership as well as the satisfaction of supporting a worthwhile cause,” said Foundation President Rob Havers.

The move to membership-based contributions since June of this year is somewhat new for the Foundation. Membership contributions, like other donations to the Foundation, a 501(c)(3) corporation, are tax deductible to the full extent of the law. In addition to the benefits listed on the web site and in the current literature, members at \$100 or higher will receive a membership card that entitles them to receive free or reduced-fee admission to more than 700 museums that belong to the North American Reciprocal Membership Association (NARM). Membership is also available to online donors, and online donors can take advantage of a new membership category for contributions of \$250 to \$499 (Colleague level). To enhance the list of member benefits even more, the Foundation will publish next year its first members-only magazine, tentatively titled

MARSHALL, that will focus on aspects of Marshall’s life and career not normally covered in the Foundation materials.

“Membership is an important way for donors to support the Foundation at this time when it re-focuses in a substantial way on the legacy of General Marshall—his deeds, his words and his example that need to be preserved and taught to new generations,” said Dr. Havers.

The Foundation must insure that the lessons of Marshall’s life are not lost and that this nation and the wider world continue to be inspired by the standards he set. To do this, membership contributions will be used to support the larger mission. Members at all levels will derive the benefits of membership in the only organization that is devoted to revealing through its own scholarship and its museum exhibitions, special events and programs the greatness of this great man.

Membership in the Marshall Foundation (an independent, non-profit organization) will provide new opportunities not available to donors before to explore the richness of the Marshall Museum and the archives and to participate in special events and programs that highlight the legacy of George C. Marshall. For more information, see our web site under Donate/Join.

INSIDE: MARSHALL, SCHOLARSHIP AND MORE

FROM THE PRESIDENT



Dr. Rob Havers

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Warm greetings, as always, from Lexington, Virginia and welcome to the fall issue of *The Strategist* the newsletter of the George C. Marshall Foundation.

At the time of writing I have now been in post as President of the Foundation for five months. During that time I have met many of you in person and heard from still more via letter, email and fax. I am impressed by the breadth and the depth of support for this organization and, more significantly, by the passion you all feel both for the Foundation itself but also to the commitment to keep George C. Marshall's legacy alive now and in the future.

As I look ahead at the possibilities for the Foundation, I see many exciting options. Some of those will become reality soon. For example, we have moved from our traditional annual fund to a membership-based arrangement. This new structure for engaging donors will fulfill the same function, providing vital financial support on an annual basis for the Foundation and all our activities, yet offering benefits of membership that have been absent in the relationship.

Becoming a "member" speaks directly to the passion and loyalty of our support base. Many of you have already made annual fund donations, and these will translate into memberships into the next year. Increasing your support to advance to the next higher membership level will be extremely helpful as we approach year end. Regardless of your decision to increase your level of support, you will all be members of our Foundation as you support us with a donation.

Further, we intend to provide opportunities for engagement in Lexington and beyond, regularly and sometimes spectacularly. The 2014 Andrew J. Goodpaster Award event in Washington in

December will honor Army Chief of Staff General Raymond Odierno for his 38 years of outstanding leadership that have culminated at this time in his occupying the same position George C. Marshall held 75 years ago. Please buy a ticket or a table for this event and join us in recognizing a great American. These Goodpaster and Marshall Foundation Award events are likely to become annual activities for the Foundation as we extend our outreach and introduce new friends to our organization.

All this activity and more will excite individuals about our mission, instill pride in our accomplishments, and attract more visitors, friends and donors in support of our mission to return George C. Marshall to the forefront of the American consciousness. Because he represents the very best of leadership, statesmanship and character in our country, his remarkable example and enduring legacy must not be allowed to fade away. I invite you to support us as you are able.

A handwritten signature in blue ink, appearing to be 'R.' followed by a flourish.

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FOUNDATION NEWS

Army Chief of Staff General Raymond Odierno to Receive Goodpaster Award

Gen. Raymond T. Odierno will receive the Goodpaster Award at a luncheon in Washington on December 5 at the Ronald Reagan Building and International Trade Center. Gen. Odierno is the 38th U.S. Army chief of staff. He will be honored for his distinguished career in the U.S. Army.

The Andrew J. Goodpaster Award of the George C. Marshall Foundation honors the life and service of General Andrew J. Goodpaster, a longtime trustee and chairman of the Foundation, a champion of the Marshall legacy, an American hero and an extraordinary public servant. The Goodpaster Award is presented to Americans in a variety of fields who have exhibited great courage, selfless service, patriotism and leadership in their lives and careers.

Tickets and tables are available by calling Leigh McFaddin at 540-463-7103 or sending an email to mcfaddinh@marshallfoundation.org. Complete information is included on the web site.

General Odierno assumed duty as the 38th chief of staff of the U.S. Army in September 2011. A native of Rockaway, NJ, he graduated from the United States Military Academy at West Point in 1976 with a commission in field artillery. During more than 37 years of service, he has commanded units at every echelon, from platoon to theater, with duty in Germany, Albania, Kuwait, Iraq, and the United States. After his first assignment with U.S. Army Europe, he was assigned to the XVIII Airborne Corps Artillery at Fort Bragg, NC, where he commanded two batteries and served as a battalion operations officer.

General Odierno served as a battalion executive officer and division artillery executive officer including deployment for Operations DESERT SHIELD and DESERT STORM. He later commanded 2nd Battalion, 8th Field Artillery, 7th Infantry Division, and the Division Artillery, 1st Cavalry Division. From October 2001 to June 2004, General Odierno commanded the 4th Infantry Division, leading the division during Operation IRAQI FREEDOM from April 2003 to March 2004. From December 2006 to February 2008, he served as the Commanding General, Multi-National Corps–Iraq (III Corps) as the operational commander of the surge of forces. Later, he served as the Commanding General, Multi-National Force–Iraq and subsequently United States Forces–Iraq, from September 2008 until



Army Chief of Staff General Raymond Odierno will receive the Foundation's Goodpaster Award in December.

September 2010. From October 2010 until August 2011, he was the Commander of United States Joint Forces Command.

General Odierno joins Lt. Gen. Brent Scowcroft, USAF (Ret.), who was the first Goodpaster Award recipient in 2008, and Gen. Gordon R. Sullivan, USA (Ret.), who received the award in 2012.

News in Brief

You can read the **weekly blog** that's posted on our web site.

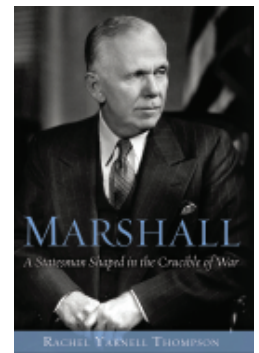
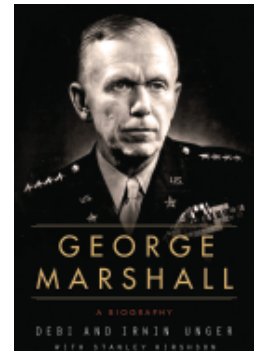
The first edition of *The Words of George C. Marshall* is available through the Museum Shop.

NEH (National Endowment for the Humanities) has provided funding for the **Marshall Papers** project for 2014-15. The Papers will be completed in 2015 with the publication of Volume 7.

Mark A. Stoler, Ph.D., editor of the Marshall Papers, will deliver the **George C. Marshall Lecture in Military History** at the annual meeting of the American Historical Association in New York City in January.

The Foundation was selected once again to exhibit in the Google Cultural Institute. The new exhibit, **Over There and Back**, was taken from the collection in the archives of Homer E. Simpson that includes the diary he kept during the last days of World War I. This Google exhibit joins two others posted by the Foundation recently on D-Day and the Marshall Plan.

Cathy DeSilvey is the new director of museum operations.



Two Marshall biographies by individuals who conducted research in the Marshall Library have been published recently. *George Marshall: A Biography* by Debi and Irwin Unger and *Marshall: A Statesman Shaped in the Crucible of War* by Rachel Thompson are available through the Museum Shop, in person or online. Ms. Thompson will discuss her book here on December 11 in the evening.

FROM THE LIBRARY AND ARCHIVES

William and Elizebeth Friedman were leaders in code breaking during the first half of the 20th century. The Friedman Collection in the Archives contains many examples of their ground-breaking work.



A younger Friedman seated at a desk with a Hebern cipher machine in 1923.

William Friedman: Code Breaker, Code Maker

By Jeffrey Kozak, Archivist and Assistant Librarian

William F. Friedman is best known for leading the team of cryptologists that broke the Japanese diplomatic code known as “PURPLE” prior to U.S. entry into World War II. Friedman’s career in breaking and creating codes spanned two world wars and the establishment of the National Security Agency.

Describing the contributions of Friedman to World War II, Bill Sherman, Ph.D., professor of renaissance studies at the Univ. of York, said, “This is someone who had a direct effect on the winning and losing of the war. This is somebody who created a vocabulary, who stabilized a science, who invented new ways to approach the way in which secret meanings work.”

When not breaking code or thinking about breaking code, Friedman was often engaged in intriguing extracurricular pursuits. For instance he and his wife Elizebeth, a noted cryptologist in her own right, studied claims that Shakespeare’s works contained hidden ciphers that discredit his authorship. Their study disproved all claims that the works contain ciphers. It was condensed and published as *The Shakespearean Ciphers Examined* for which they received the Folger Shakespeare Literary Prize.

As part of a grant project, the Library and Archives staff is working to share the story of this remarkable individual with the public. It released a series of four videos [found on our web site] to introduce individuals to William F. Friedman and his work. The videos feature Friedman scholars Bill Sherman; Rose Mary Sheldon, Ph.D., professor of history at Virginia Military Institute, and Elizabeth Smoot, senior historian at the Center for Cryptologic History, National Security Agency, as well as photographs from the William F. Friedman Collection located in the Archives.

The first video, “Portrait of William F. Friedman,” describes how Friedman was first introduced to codes, provides an overview of his career, and explains the significance of Friedman’s contributions to the field of cryptanalysis, a term he coined.

Three additional videos examine specific items from the William F. Friedman Collection that represent different periods of Friedman’s career. The first short video looks at a photograph of U.S. Army cryptographers trained by William Friedman before being sent overseas during World War I. The group, arranged by Friedman according to the principles of Francis Bacon’s biliteral cipher, spells out the message “knowledge is power,” which was a favorite motto of both Francis Bacon and William F. Friedman.

The second short video describes the copy of *The American Black Chamber* that Friedman received



A playful William Friedman posed members of the U.S. Army's first graduating class in military cryptography in a cipher that when decoded spells out "Knowledge is Power," one of his favorite sayings. See an explanation in the "Knowledge is Power" video on the web site.

from its author Herbert O. Yardley, the director of the American Black Chamber (a predecessor of the National Security Agency). Publication of the book in 1931 created quite a controversy as Yardley disclosed the code breaking capabilities and practices of the United States. Although Friedman would never publicly offer his opinions on *The American Black Chamber*, he made notes in the margins of his copy and then circulated it to Charles J. Mendelsohn and Frank Moorman, individuals with knowledge of the events described in the book, who added their own margin notes. The result is a private, yet comprehensive, rebuttal to Yardley's book.

The subject of the final short video is the book *The Shakespearian Ciphers Examined* that Friedman wrote with his wife Elizebeth. This video brings Friedman's career full circle as it was the search for ciphers in the works of Shakespeare that first introduced Friedman to cryptology. In the book the Friedmans disprove all claims that the works of Shakespeare contain ciphers.

For readers interested in learning more about Friedman and his work, the research library staff is digitizing other items from the William F. Friedman Collection for inclusion on the Foundation's web site. Photographs, which span Friedman's lifetime and include both personal and professional photographs, are accessible online. An audio recording of a lecture that William Friedman delivered on the Shakespeare ciphers as well as rare and significant books in the history of modern cryptology are also available on the web site.

The inclusion of several items from the William F. Friedman Collection in the Folger Shakespeare Library's upcoming exhibition *Decoding the Renaissance* will provide the public with special opportunity to see items not usually displayed publicly. These items include Friedman's Civilian Service Medal and Medal for Merit as well as documents Friedman created in trying to decipher the Voynich Manuscript, a 15th century illustrated codex that has yet to be deciphered. The exhibition opens November 11 and continues through March 1, 2015.

An Overview of the Collections

By Cara Cook Sonnier, Digital Content Librarian

It is no surprise that the substantial collection of the papers of George C. Marshall represent the primary holding in the research library. Because Marshall's long career touched the lives of many others, the library possesses more than 300 additional collections that round out aspects of not only Marshall's life and career as well as many of the events and personalities that shaped the first half of the 20th century.

These additional collections, large and small, range in size from a single folder such as a diary kept by a prisoner of war during the Battle of the Bulge to multi-folder divisional histories and multi-boxed collections of documents and photos that chronicle the careers of prominent military and political leaders.

No other Marshall organization possesses as rich a compilation of documents, correspondence, photographs, maps, films, posters and other material about Marshall and his era. During 2014, the collections that have been accessed most often include the George C. Marshall papers, the James A. Van Fleet papers, the William F. Friedman collection, the Katherine T. and George C. Marshall collection, the 100th Division collection, George C. Marshall Photograph collection, and the Frank McCarthy collection.

All collections that have been processed are listed online at <http://marshallfoundation.org/library/collections/> in alphabetical order by last name of the collection. Detailed finding aids are available for most collections. A complete list of collections, each with a brief summary, is available for download.

The library staff is available to help with research. Requests can be made by phone (540-463-7103) or online by using the research request form available on the web site at www.marshallfoundation.org.

ON MARSHALL

George C. Marshall and Rose Page (Rose Page Wilson) corresponded for nearly 40 years.



Remembering the Whole Man

By Mame Warren,
Senior Associate Editor of the Marshall Papers

Look for a much longer article on the same topic in the first issue of the Foundation's new members-only magazine to be published in 2015.

It was 1919 and love at first sight. George Catlett Marshall was 39 and happily married; Rose Page was eight years old and instantly smitten with the dashing colonel who had just moved into the apartment building where her family lived in Washington, DC. He became her godfather, and she, the daughter he never had. It was a relationship that endured for the rest of Marshall's life and one that is richly documented in a lifetime of intimate letters that provide insight into one revealing aspect of his private life.

Page Wilson, Rose Page Wilson's son (who was also Marshall's godchild), presented a trove of original Marshall correspondence—often in Marshall's own hand—to the Foundation in June. Many of the letters have never been seen by researchers. Now, by merging the Page Wilson Collection correspondence with letters from Rose Page Wilson in the Marshall Papers and the Marshall-Winn Collection (donated two years ago by Marshall's stepgrandson and Foundation trustee Jim Winn), we begin to see the strong bond between Marshall and his goddaughter.

Rose Wilson recounted the relationship in loving detail in her memoir, *General Marshall Remembered*, published in 1968. She explained how as a child she became close friends with Marshall and his first wife, Lily. Wilson fondly remembered Marshall's

“sense of fun” and reflected in her memoir that “without it, he would not have been the whole man that he was. His brilliance, decency, kindness; his continual efforts ‘to understand rather than be understood’; his strict adherence to honor in total disregard of vicious criticism; his utterly selfless service to humanity; and all these virtues leavened by his humor—that was George C. Marshall, the whole man,” she wrote.

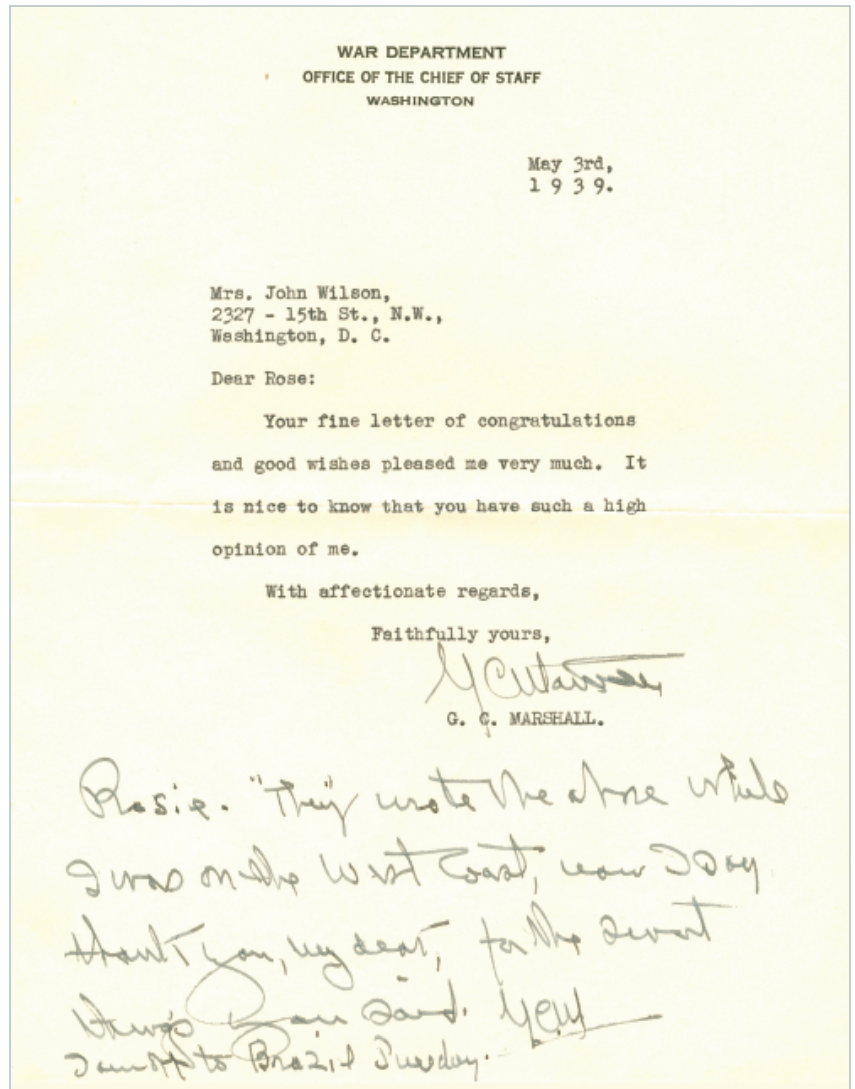
“Tonight I read of your nomination to be Chief-of-Staff,” his goddaughter, who had married John Wilson in 1937, wrote to Marshall on April 27, 1939. “Some people, although I doubt if there are many, may be surprised that you were chosen over senior officers. I am not because you are the best officer in the Army. I have predicted this since I was a little girl.” Marshall responded, “thank you, my dear, for the sweet things you said.” (See the letter and note to the right.)

Just before her birthday in 1942 Marshall assured Rose that he had “not forgotten the importance of September 4th to the State of the Union and to my happiness. But I must confess I have recalled its significance somewhat intermittently, with the result that I failed to have made for you a proper silver pin. However, here is one of a pair I have worn. With it go my congratulations on your birthday and my prayers and hopes for your future happiness.” Wilson responded on September 4, “It is no hyperbole when I say I would a hundred times rather have *your* pin than a silver one made for me. I am proud to wear it and shall value it always.”

Wilson began a letter on May 12, 1945, by complimenting Marshall on his V-E Day speech, then revealed that she and her husband were expecting a baby in August. Shortly before John Page Wilson was born on August 16, 1945, Marshall's goddaughter had written to ask him to be godfather to her child. She also confided that she was torn about what faith the child should be christened in because she and Marshall were Episcopalians, while her husband was Catholic. Marshall wrote on August 21 to thank her for calling after the birth and told her he was reluctant to "submit my recommendation regarding your religious dilemma." He admitted that he found "enough trouble in global warfare to keep me thoroughly busy and somewhat unhappy."

"We are leaving in about an hour for Boston where I am to receive a degree from Harvard initiated a year ago but finally to be resolved tomorrow," Secretary of State Marshall advised Wilson on June 4, 1947, one day before delivering his famous Marshall Plan address. He apologized for the "long delay in administering" the rite of baptism to her son Page but suggested that he would be in New York "in connection with a meeting of the Assembly of the United Nations" and the ceremony could be performed then. After reading that Marshall would soon fly to London for yet another conference, Wilson wrote Marshall on November 13 to offer to provide a proxy for the christening. "It is unseemly to continue to heckle you about this affair," she admitted, "so I shall abide by your reply" and told him how happy she was to have had lunch with Marshall "the big day of your U.N. speech!" Marshall replied on November 18 that he was "awfully sorry not to officiate personally, but I will not impose further delay."

Wilson reported on June 28 about the christening and asked for reassurance because she had read that Marshall was in the hospital. The columnist "Drew Pearson says you are really sick," she wrote, "which reassured me somewhat because he is so unreliable." Marshall declared on July 2 that after ten days in Walter Reed, "They did not find anything wrong with me, which I knew even before I went in since I feel in fine shape, but the doctors wanted to get a full medical history on me in case I ever get sick. Then they will at least know what I don't have." (In truth, Marshall had been told that one kidney was enlarged and needed to be removed, but he refused surgery until December 7, 1948 shortly before he resigned as secretary of state.)



Correspondence in the Marshall-Winn and Page Wilson collections has not only added depth to the holdings of the Marshall Research Library, but also it will enrich the final volume of *The Papers of George Catlett Marshall*, covering the years 1949 to 1959, to be published in 2015. In particular, Marshall often turned to his goddaughter for distraction during his trying year as secretary of defense in 1950–51 and solace in retirement as his health declined. Near the end of his life, writing became difficult and much of his communication was via telephone. He closed his final, dictated letter to her, sent January 11, 1958, by assuring Rose Page Wilson that "everything you do and are is of interest to me."

Soon after receiving Rose Page Wilson's note of congratulations on his appointment as chief of staff, Marshall's staff replied, and he added a note to "Rosie" in longhand.

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FALL 2014

Army Chief of Staff to Receive
Goodpastor Award

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with Rose Page Wilson

Friedman Collection on Cryptology
Becomes Popular

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