

# from the president



Brian D. Shaw

*"The legacy of the Marshall Plan lives on through numerous exchange programs and international cooperatives that promote citizen involvement in diplomacy. These have expanded the role of diplomat beyond the Department of State, Foreign Service and federal agencies. In today's global environment, the role of citizen as diplomat is crucial in maintaining positive and productive relationships among nations. Through the programs of non-governmental organizations, personal travel, business development and opportunities, citizens informally represent their nations to others, building relationships and forming lasting impressions."*

—U.S. State Department

In February, the George C. Marshall Foundation partnered with the State Department for a third time to conduct a day-and-a-half conference on citizenship and diplomacy. The "audience" for the conference included Marshall Undergraduate Scholars, students from Washington and Lee University, cadets from the Virginia Military Institute and both college and high school students from the Washington, DC area.

The program, discussed at greater length in this newsletter, underscored the importance of personal diplomacy in the world today. Students heard from a broad cross section of diplomacy representatives of NGOs and other organizations about how the United States is viewed abroad and how those views can be changed and, in many cases, improved.

The students did their part by asking deep and insightful questions about the influence of the U.S. on the culture of other countries and how their influence affects the view of those countries of the United States.

The Marshall Foundation is pleased to partner with the State Department on these conferences and other initiatives. It is an effective way to extend the Marshall legacy through education and outreach.

## Winifred Hadsel

We are saddened to learn of the death of Winifred Hadsel, who was the friend, companion and wife for 66 years of our former president Dr. Fred Hadsel. She died in April in Lexington. She was 91.

She and Fred remained deeply interested in and supportive of the activities of the Marshall Foundation long after Fred left his post as president. As Fred said to me when I stopped by soon after his wife's death, "Winifred was the first lady of the Foundation, and she did her job very well." We have lost a dear friend. Please join me in remembering her. If you choose to express your condolences, you can write to Fred at 106 White Street, Lexington, VA 24450.

## Your Planned Giving

Is it time to talk about planned giving? As you think about the future of your estate, please consider the George C. Marshall Foundation as a beneficiary of your planning. 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 at (540) 463-7103 ext 137 to begin the conversation.

### SIGN UP FOR E-MAIL

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## In Memoriam—H. Merrill Pasco, the Last of Gen. Marshall's Staff

History and historians love nothing more than the knowledgeable, credible witness. They can serve as the nemeses of myths, the guardians of perspective, and, like great portrait artists, in time become the most accurate conveyors of personal color and idiosyncratic detail. The best of these well-informed and credible witnesses have also often been great storytellers, and the late Merrill Pasco was the most knowledgeable and credible witness to great history and dramatic events, and one of the most gifted storytellers I ever encountered. Serving George Marshall personally, loyally, and daily for four years, Colonel Pasco witnessed and participated in the American experience in the Second World War from a vantage point shared only by a handful of other bright young officers from that time. Among them, he alone seemed to possess an immense capacity for absorbing daily events, routines, meetings, conversations, orders and directives—and impressions—into a staggering catalogue of memory. Most of what he experienced in his long relationship with General Marshall became so indelibly imprinted in his memory that he invariably could recall, with astonishing accuracy and in vivid detail, events he had witnessed or first-hand accounts of matters he had heard forty or fifty years earlier. During the last decades of his life, I considered him the Senior Officer present at any symposium or formal discussion of General Marshall and the running of the war—altogether fitting in that he outlived all his contemporaries from the wartime Chief of Staff's office. With his passing, all of General Marshall's men are now gone. None left us with more important or colorful insights into Marshall's daily work as wartime Chief of Staff of the Army than Merrill Pasco.

There were two other striking things about Merrill Pasco one noted as his friend. They grew out of the sense that from the years he served General Marshall so closely and loyally, he consciously enlarged those qualities in his own character, temperament and bearing that were closest to the qualities he saw and admired in George Marshall. I could talk with or interview him about those days, as happened numerous times over fifteen years, and, without even closing my eyes, imagine I was in a conversation with General Marshall himself. And like the self-confident witness who knows he is a good storyteller, Colonel Pasco never gave away the whole store in one interview. He always saved something important, or colorful, or deliciously anecdotal for a



Merrill Pasco (center) and Gen. George Marshall during a visit with children in 1945.

subsequent conversation. In an hour-long television interview in 1997, which became one of American public television's finest historical vignettes, he recounted sharing a suite with General Marshall at the Chateau Frontenac at the Quebec Conference—after a long evening of drinking twenty-five cent Martinis downstairs at the bar with then Colonel Hoyt Vandenberg. Later, in the middle of the night, he was awakened as General Marshall vigorously shook him while growling: “Wake up, Pasco! Wake up! There’s an officer at the door, a courier with a package for you, and he won’t give it to me! He insists on giving it to you!” When I asked him why the officer wouldn’t give the envelope to General Marshall himself, he chuckled and replied: “Maybe he didn’t recognize the Chief of Staff in his blue pajamas, attire I assumed Mrs. Marshall had selected for him.” Even in his ninety-third year, after all he left on record for us, these wonderful conversations with Merrill Pasco ended all-too-soon.

*Dr. Charles W. Sydnor, Jr. is the retired President and CEO of Commonwealth Public Broadcasting Corporation in Richmond and a former Trustee of the George C. Marshall Foundation.*

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Jay Adams

## Jay Adams becomes Ninth Chairman of the Board of Trustees

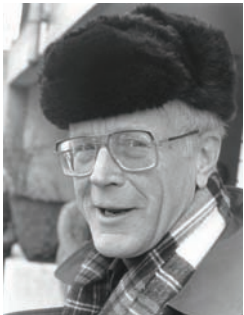
John B. “Jay” Adams, Jr. has succeeded Gen. Edward C. Meyer as Chairman of the Board. He becomes the ninth chairman since the Foundation’s founding.

President and CEO of the Bowman Companies in Fredericksburg, Va., Adams has been a member of the Foundation board since 1988. Until his election as chairman in December, he had served as vice chairman and chairman of the Development Committee. He is a graduate of VMI and Washington and Lee Univ. School of Law.

Following his graduation from W&L in 1969, he served nearly two years active duty in U.S. Army Intelligence. Upon leaving active service, he began his career with the Bowman Companies.

“Mr. Adams’ election represents a continuity of strong leadership and recognition of his increasingly significant experience with the foundation,” said Brian D. Shaw, President. “We’re delighted he’s become such a strong advocate for the growth of our programs at a time when everyone from every walk of life can benefit from Marshall’s example of unimpeachable ethics and dignified public service that are a key programmatic theme of the Marshall Foundation.”

Gen. Edward “Shy” Meyer, USA (Ret.), has served more than 30 years on the board, including the last eight years as chairman. He will remain on the Foundation Board.



James Warren

## Remembering James Warren, Forever the Marshall Ambassador

His wisdom and wit were matched only by the sharp crease in the exquisitely tailored trousers of his three-piece suits. James C. Warren was the living history of the Marshall Plan in Greece.

At age 22, the Princeton University School of Public and International Affairs honors graduate was named chief of mission for the Marshall Plan’s imports section in Greece in 1950. The five-year posting engendered in Warren a love of Greece that continued throughout his life.

Warren’s career path moved him through positions with oil-refining efforts in Africa, South Asia and Southeast Asia, an overseas finance company, and finally Bates College, where he was assistant to the president. For many years during retirement he taught classes about modern Greece at the U.S. Foreign Service Institute and aided many fortunate Greek doctoral candidates who were studying World War II and the Marshall Plan.

Not surprisingly, Warren became a partner and friend of the Foundation. He provided sage counsel on conceptualizing international programs, especial-

ly those that required knowledge of current and past politics, history and culture of Greece.

Most notably he unselfishly offered his near encyclopedic memory of the Marshall Plan in Greece to Dr. Barry Machado who researched and wrote the 2007 Marshall Foundation monograph, *In Search of a Usable Past: The Marshall Plan and Postwar Reconstruction Today*. His conversations about that time and place with Machado and Dr. Larry Bland, monograph editor and renowned Marshall scholar, were amazing dialogues about Marshall-related history laced with piercing insight, wry to ribald humor, and insinuations of quotations, anecdotes, poetry and snippets of song. He could stir up a verbal feast over a glass of wine with a twinkle in his eye.

This exceptional man, whose character, integrity and generosity of heart and interest personified the virtues of George C. Marshall and who passionately defended the achievements of the U.S. in postwar Greece, died in January. The Foundation has lost a remarkable friend and the world has lost a treasured man of another era.



## ★ in brief...

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

The Foundation logotype includes a tagline—**Celebrating his legacy ★ Inspiring new leaders**—to differentiate us from other Marshall organizations.

Rockbridge County residents bringing an out-of-county visitor to the Marshall Museum will be admitted free. WWII veterans, regardless of residence, will also receive free admission.

## The George C. Marshall Conference: The Citizen as Diplomat

Secretary of State George Marshall's Harvard Speech in April 1947 propelled a new era of diplomacy that urged all Americans to help rebuild Europe. Recognizing the Department of State's modern diplomatic challenges, the Marshall Foundation and the U.S. Diplomacy Center co-sponsored a conference at the State Department in Washington, DC in February, highlighting the The Citizen as Diplomat.

Marshall Undergraduate Scholars and students from Washington and Lee University and Virginia Military Institute in Lexington joined collegians from DC and surrounding states to explore the role of "diplomacy" with historians and practitioners.

Ambassador John K. Menzies, Dean of the Whitehead School of Diplomacy and International Affairs at Seton Hall University, and Dr. Jacqueline McGlade, Dean of Graduate Programs at the College of Saint Elizabeth, introduced the extensive opportunities for citizen diplomacy today and explained the significance of the Marshall Plan in initiating aid and exchange programs that placed citizens in the crucial roles of "diplomats" from 1947–1951. A panel of experts representing the State Department, federal agencies, non-governmental organizations, and the Foreign Service shared personal anecdotes about their fieldwork to provide exceptional insight into the practice and possibilities of citizen diplomacy around the globe. All the panelists emphasized the importance for participants to hone foreign language skills, obtain a passport, and following their passions toward a career that exhibits American values.

Each student participated in three workshops or simulations, where scholars and seasoned, diplomatic practitioners led discussions on the cultural, economic, social and humanitarian considerations involved when serving as representatives to other nations.

Following the conference, Marshall Foundation personnel accompanied a group of students to the Library of Congress for a further view of America's cultural and political heritage and the values of diplomacy.



Visiting the Foundation in April, historian and professor Christopher Catherwood discussed his new book, *Winston Churchill: The Flawed Genius of World War II*, in which he speculates the war in Europe might have ended up to two years earlier had Churchill listened to Marshall. Watch and listen to his remarks on our Web site.

The Marshall Foundation awarded thirteen 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 recipients and their research projects are:

**Michael Doidge**, University of Southern Mississippi, *The U.S. Army's Doctrinal, Strategic & Bureaucratic Transformation, 1946–1964*.

**Thomas Field**, London School of Economics, *The Bolivian National Revolution and the United States, 1952–1964*.

**Robert S. Jordan**, Visiting Fellow, Eisenhower Institute; University of Wisconsin, *General Andrew J. Goodpaster*.

**Gregory Krauss**, Brown University, *George Lister*.

**Samuel Lebovic**, University of Chicago, *The Problem of the Press and the Making of Cold War Freedom*.

**Mao Lin**, University of Georgia, *Guns and Butter: Sino-American Relations and the Diplomacy of Modernization, 1966–1981*.

**James Lockhart**, University of Arizona, *Shaping Public Opinion, Influencing Elections, and Stirring the Hornets' Nest: American Nation-Building Strategies in Chile, 1958–1970*.

**James Pruitt**, Texas A&M, *Leonard Wood and the American Empire: Major General Leonard Wood and U.S. Army Occupations in Cuba (1898–1902) and the Philippines (1903–1908)*.

**Joseph Renouard**, The Citadel, *U.S. Relations with Dictatorships and Other Undemocratic Governments between 1968–1991*.

**James Sedwick**, University of British Columbia, *The Trial Within: Negotiating Justice at the International Military Tribunal for the Far East, 1946–1948*.

**Jonathan Snider**, University of California–Davis, *Nuclear Disarmament*.

**Richard Wevill**, University of Exeter, UK, *The Role of the British Embassy in Washington in Anglo American Relations, 1945–1948*.

**Philip Wolgin**, University of California–Berkeley, *Beyond National Origins: The Development of Cold War Immigration and Refugee Policy, 1948–1968*.

## Top Air Force ROTC Cadets Appreciate Marshall–Arnold Relationship

Could you ever imagine as a college senior the Air Force chief of staff would tell you he'd trade places with you because of all the exciting possibilities your future holds?

Yet that's exactly what he said in January when Air Force cadets from 141 ROTC units throughout the United States assembled for the fourth George C. Marshall–Henry H. Arnold Air Force ROTC Award Seminar in Reston. The seminar represents an important part of a series of programs to provide training in leadership and ethics and tell others about the legacy of George Marshall.

"Never underestimate the call to service or the moral force of your devotion to duty," said General Norton A. Schwartz, Chief of Staff, U.S. Air Force, to open the seminar. "I encourage you all to do great things and commit to selfless service," he said.

*right: Brig. Gen. Teresa Djuric, Commander, Jeanne M. Holm Center for Officer Accession and Citizen Development, talks with a cadet.*



*Lt. Col. James Zientek, USMC, leads the roundtable discussion of China, Japan and the Koreans. Cadets attended several roundtables during the three-day seminar.*

Cadets attended roundtable discussions of topics such as ethics; security challenges in the Americas and Africa; transition in Afghanistan; challenges in Iraq; China, Japan and the Koreans that were led by subject matter experts. "I felt so fortunate to have had the opportunity to gain insight from various experts on topics concerning my future career," said Cadet Ashley Bower, who is a student at the Univ. of Oklahoma. "It was also an amazing opportunity to interact with past, present and future leaders of the U.S. Air Force," she said.

Former Chief of Staff Gen. John Jumper, USAF, (Ret.), chaired the seminar. General Jumper is a member of the Marshall Foundation Board of Trustees. He has been an enthusiastic supporter of the seminar since its inception. He told the cadets, "You are a member of one of the true meritocracies on earth. You will get rewarded for the job that you do....You're 50 percent there already because you made a commitment to something bigger than yourself."



The 2009 Seminar class was greeted by top Air Force officials including Brig. Gen. Teresa Djuric, Commander, Jeanne M. Holm Center for Officer Accession and Citizen Development. Maj. Gen. James Graves, Special Assistant to the Chairman, Joint Chiefs of Staff for Reserve Matters, told the cadets, "In our world today what is important is often dictated by what is immediate. It takes a leader like General Jumper (when he was Air Force Chief of Staff) to pull everybody back and say, 'Wait a minute. What we're going to do is focus on what's important, what's enduring.'" Gen. Graves talked about the enduring values of family, friendship, faith and flag that serve to guide during times of loneliness and uncertainty.

To hear the full text of his remarks and those of the other keynote speakers, go to the Marshall Foundation Web site at [marshallfoundation.org](http://marshallfoundation.org).

Joining General Graves as an honored guest was Robert Arnold, grandson of Air Force General Henry "Hap" Arnold, who was commanding general of the Army Air Forces during World War II. George Marshall, who was Army Chief of Staff, and Arnold worked together to develop American air superiority and tactical strength. "Marshall was sold



Cadets enjoyed the tour of the Udvar-Hazy Air and Space Museum.

on air power by two people he trusted, Frank Andrews and Hap Arnold,” said Mr. Arnold. “And personal trust was key to George Marshall.”

Arnold and Marshall became good friends at Ft. Myer, near Washington, DC, where they would meet in the evenings to look at films of air strikes. “Hap Arnold used these opportunities and others to bring Marshall along about production, training and the whole enterprise of air power. It was moments like this that agreements were made between the regular army and the army air force—quietly, at the highest level.” Robert Arnold explained that his grandfather learned about aviation at the Wright brothers’ operation in Dayton, Ohio in 1911 when he was sent there as one of the first Army fliers to be trained by them.

“When Marshall and Arnold finally convinced President Roosevelt to adopt large-scale aircraft production, Hap said, ‘How about the large training establishment?’ for he knew that building airplanes was simply not enough....By 1945 the Army Air Force had become the largest single educational organization ever seen in the western world,” he said. Like his friend George Marshall, Hap Arnold was always the educator, always the planner and strategist.

Next year’s Air Force ROTC Award Seminar has been set for January 28-31 in Reston.

Roundtable discussions led by subject matter experts are one of the highlights of the seminar.

*Seminar leaders and their subjects were:*

**Prof. Bert Tussing, Lt. Col., USMC (Ret.),**  
*Homeland Security*

**Capt. James Campbell, USN (Ret.),**  
*Ethics: An Officer's Character*

**Col Robert Tomasovic, USA (Ret.), Father Mark Sargent and Dr. James Armstead,**  
*Transnational Movement: Religion, Ethnicity, National Loyalty*

**Lt. Col. Jeffrey Waechter, USAF,**  
*The Challenges for Transition in Afghanistan*

**Capt. Gregory Amira, USA (Ret.),**  
*Iraq: the Mission and Challenges*

**Thomas Dowling,**  
*Israel and its Neighbors: Is Peace Possible*

**Col. Ellwood Hinman IV, USAF,**  
*Expeditionary Air Force's Role in National Security*

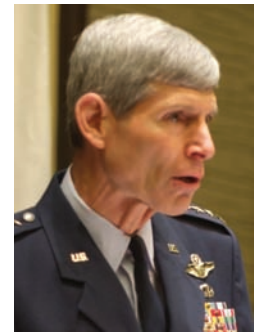
**Dr. James Hentz,**  
*Africa: Security Challenges for the Future*

**Lt. Col. James Zientek, USMC,**  
*China, Japan and the Koreans*

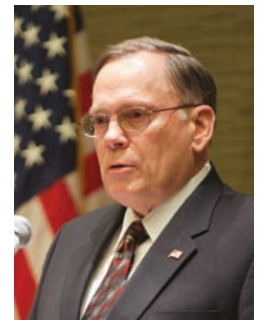
**Lt. Col. Mike Norton,**  
*Expanding Air Force Missions in the Future—Manned and Unmanned*

**Col. Richard Kilroy, USA (Ret.),**  
*Security Challenges in our own Backyard—The Americas*

**Maj. Keith Wilson, USAF,**  
*Air Force Recruiting: Leadership, Retention, Morale & Professionalism.*



Air Force Chief of Staff Gen. Norton A. Schwartz, opened the seminar.



Former Air Force Chief of Staff Gen. John Jumper, USAF (Ret.) chaired the seminar.



*The German Enigma encoding machine, when captured by Allied forces, was critical to code-breaking efforts. The Marshall Foundation has in its collections one of the few remaining Enigma machines known to be in existence.*

*Right: Bletchley Park operations using banks of electronics, unsophisticated by today's measure, were instrumental in breaking German code.*

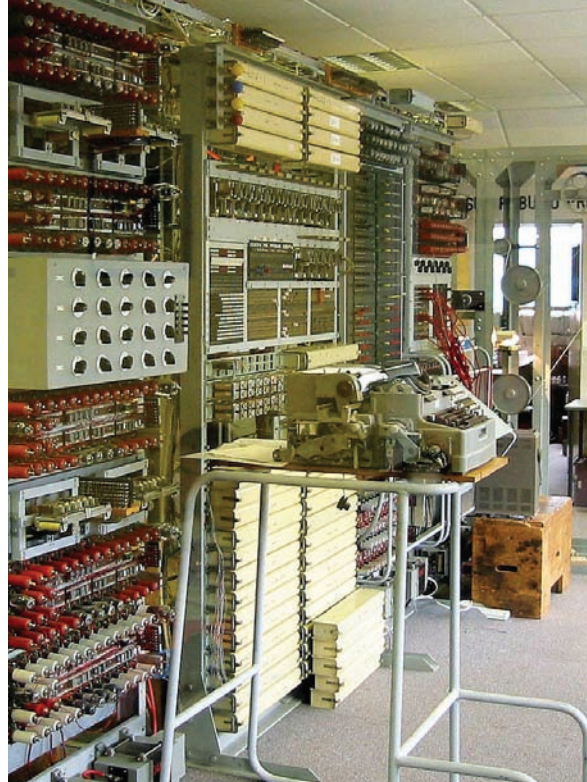
## Code-breaking Materials, Other Treasures Added to Archives

Intercepting German messages and breaking German codes during World War II were vital to Allied success.

Cryptographers working at Bletchley Park in England deciphered German signals enciphered on the Enigma and other cipher machines. In March 1944 General Marshall informed General Eisenhower that this intelligence known as "Ultra" would be made available to American field commands and set forth the arrangements for how this was to be carried out.

In the spring of 1944 Ernest Bell went to work for the German Military Reports Branch of the Military Intelligence Service in Washington, D.C. and was privy to top secret Ultra documents. Mr. Bell, who lives now in New Hampshire, donated his large collection of material related to the code-breaking activities at Bletchley Park to the Marshall Foundation last fall.

The German Military Reports Branch handled all the high-level intercepted radio messages of the German and Japanese armed forces. Daily reports were sent to the President, the Secretaries of War, Navy, and State, the Chief of Staff, and other leaders on the status of the European War. These reports were known as "The Magic European Summaries" and contained information from Bletchley Park as well as material from American code-breakers. Bell's collection contains more than 100 rolls of microfilm containing top secret messages, Japanese Magic summaries, a name file of people involved with military intelligence, and his research done in England on the operation at Bletchley Park. This collection fits in nicely with the other collections on cryptology and code-breaking that the Marshall Foundation archives currently holds. Along with the materials that document General Marshall's involvement with military intelligence, this collection complements other holdings such as the William F. Friedman collection that contains material on Ultra and Magic and the William G. Sutton collection that contains material on the American Cryptological Association.



## Foundation Acquires Other Treasures

Frank Anderson, of Mobile, Alabama donated the war diaries of his uncle, Forrest C. Pogue, along with the uniform, boots, and firearm Pogue wore while compiling research for The Supreme Command, the official history of the Supreme Headquarters of the Allied Expeditionary Force. Mr. Anderson was instrumental in getting the diaries transcribed and published for *Pogue's War: Diaries of a World War II Combat Historian*. The diaries are a significant addition to the Marshall archives considering Pogue's relationship with General Marshall as his biographer and his invaluable contribution and support in building the collections of the Marshall Library.

Alvin "Bud" Feuer, of Roanoke, Virginia donated a large collection of microfilm containing U.S. Navy Department records relating to the ships that served in the Pacific during World War II. The collection also contains additional records about the Philippines from the early 20th century to the beginning of World War II, U.S. encounters with Japanese ships in China in the late 1930s, and others relating to the Pacific War. Known as the NRS microfilm, they were produced by the Naval Historical Center which was renamed the Naval History and Heritage Command in December 2008. The originals of many of these documents were later transferred from the Navy to the National Archives, but the NRS microfilm is used by researchers in libraries and archives. The collection will be a useful resource to both students and scholars.

**NEW  
MUSEUM  
HOURS**

**Tuesday-Saturday**

**9am-5pm**

## Digitized Materials Enhance Research, Learning, Teaching

Most research and learning that occurs in the future will be in a digital world. Realizing material that does not exist in digital form would effectively disappear, the Foundation began a project a few years ago to digitize the most important portions of the collection and provide access to that content to the public, scholars, and students worldwide.

Digitization of the largely paper-based Marshall collection addresses traditional problems of finding information. Documents in the Foundation digital library can be searched and accessed from all over the world via the Foundation's Web site ([www.marshallfoundation.org](http://www.marshallfoundation.org)). For instance, in March the website was visited by researchers from 60 countries. Digitization also preserves that collection, especially materials such as photographs and maps that are not in the traditional form of printed books.

Financial support has enabled digitization of 2,000 photographs, 31 hours of audio interviews conducted by Marshall's official biographer Forrest Pogue with General Marshall, one volume of *George C. Marshall: Interviews and Reminiscences for Forrest C. Pogue*, five volumes of Dr. Larry I. Bland's *The Papers of George Catlett Marshall*, the four volumes of Pogue's biography of General Marshall, and 200 guides for collections held in the library archives.

### Reaching Out for the Younger Audience

Winston Churchill said succeeding generations must not be allowed to forget the achievement and example of George C. Marshall. Unfortunately many young people have never heard of George Marshall. Understanding the need to reach the younger audience, the Foundation expanded access to audio and video files by publishing the *George C. Marshall: Soldier and Statesman* and the *George C. Marshall Legacy of Leadership* videos on the Apple Education's iTunes University Beyond Campus and the YouTube online video sites.

These sites complement the Foundation's Web site and enable the Foundation to publish content for download on sites favored by the younger generation. However the audience is not limited to only young people; the sites also advance teaching, learning, and research as faculty employ these sites to engage students. Since going online with the Beyond Campus site, the number of audio and video downloads has averaged at least 75 per week. The most popular downloads are the recording of the Marshall Plan speech delivered at Harvard in June 1947 and the *Soldier and Statesman* and *Legacy of Leadership* videos. The Foundation's Beyond

Campus site links to the Foundation Web site where researchers have access to the print collection supporting the audios and videos.



Students as well as instructors and staff expect a learning environment that accommodates their digital lifestyle and adapts to their individual learning and teaching needs. The Marshall Foundation's digitization program and online publication of library archives collections provides a way to meet those expectations and enhances the Foundation's relevance in the 21st century.

*The Marshall Foundation listing on iTunes University Beyond Campus has become a popular spot for downloads of audio and video materials.*

This profound change in the way information is presented and accessed has caused libraries and archives to race to the future. Our digitization project continues and still requires funding.

Special thanks to the following individuals, foundations and corporations for their support of our efforts to digitize the collections:

*H.F. (Gerry) and Marguerite Lenfest  
Jack and Susan Rudin  
The May & Samuel Rudin Family Foundation  
McCormick Tribune Foundation  
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The Richard and Caroline T. Gwathmey Memorial Trust  
Jeffress Memorial Trust  
Dominion Resources  
BAE Systems  
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Ruth Camp Campbell Foundation  
C. Charles Jackson Foundation  
Ware Smith  
Wade Douthat*

## Army ROTC Cadets Immersed in Issues, Leadership Development

Several themes emerged during the 32nd annual Marshall Army ROTC Award Seminar held here in April. Army leadership talked about the requirements of a changing mission, the need for strong teamwork, and qualities of an effective leader.



*Lt. Col. Janice King, USA, led the roundtable discussion on Homeland Security*



*Lt. Gen. Richard Timmons, USA (Ret.) co-chaired the Seminar.*



*Maj. Gen. Patricia Hickerson, USA (Ret.) co-chaired the Seminar.*

Top cadets from 271 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 that will last throughout their careers.

The program was sponsored by U.S. Army Cadet Command at Ft. Monroe, VA. Maj. Gen. Arthur Bartell assumed command last fall. Lt. Gen. Richard Timmons, USA (Ret.) and Maj. Gen. Patricia Hickerson, USA (Ret.) co-chaired the event. Lt. Gen. Timmons is a member of the Marshall Foundation Board of Trustees. Maj. Gen. Hickerson is a member of the VMI Board of Visitors. Events took place at the Foundation, VMI and Washington and Lee.

Army Chief of Staff Gen. George W. Casey, Jr., told the cadets they are about to join an army has been at war for seven-plus years. During that time it has transformed itself from combat operations in deserts and the plains of Europe to the “world’s resident experts in counterinsurgency operations....The instruments of power are no longer in the hands of states and that’s a fundamental difference [from the past],” he said in reference to terrorist groups that cross borders to strike at targets, recruit and train new members.

According to Gen. Martin Dempsey, Commanding General, U.S. Army Training and Doctrine Command, the training mission has evolved from preparing for combat based on confronting an enemy with overwhelming mass to defeating an enemy that presents itself irregularly and in more complex, less clear-cut situations. Like Gen. Casey, he emphasized the new force must be agile and adaptable to changing conditions and a changing enemy.

“We have to build leaders by challenging them with complexity,” he said. Leader development cannot be allowed to fail, he said, because “we normally get the future wrong and we tend to end up with organizations that are not exactly right [in their strategic approach or tactical preparation]. What we have to get right is leader development.” He said leaders at the platoon or unit level where most of these cadets will begin their careers must react to complex, changing environments quickly and effectively.

To respond productively, the new second lieutenants must rely on their non-commissioned officers as the necessary link to building a successful team. “Help build your team. It’s all about respect, and respect is earned by being right, by being fair, and by being honest,” advised CSM Jeffrey Mellinger, Army Materiel Command.

Former Chief of Staff Gen. Gordon Sullivan, USA (Ret.), now president of AUSA, told the cadets at the closing dinner, “It all comes down to people. You are the team builder. You are the one who’s setting the expectations and creating the atmosphere so others can succeed....You are creating the future for your organization....You have to make [good things] happen.”

Delivering the first keynote address, Secretary of the Army Pete Geren focused on a prime destroyer of team unity—the growing number of sexual assaults in all the services. “We have an all-volunteer Army in the third, soon to be second, longest war in our history....They’re [servicemen and women] shaping the future of Iraq and Afghanistan and the free world. Yet we have sexual assault that’s twice that of other services....Since 9-11, we’ve had close to 10,000 reported assaults...They polarize, even atomize, Army cohesion,” he said. The Army has launched its second “I. A.M. (Intervene, Act, Motivate) Strong” campaign to counter sexual assault.



Cadets made new friends for the rest of their careers.

Other key speakers included Maj. Gen. Errol Schwartz, Commanding General, Joint Forces Headquarters, District of Columbia National Guard; Brig. Gen. Donald Rutherford, Deputy Chief of Chaplains and Maj. Gen. Robert Wagner, USA (Ret.), each of whom reinforced the need for teamwork and strong leadership in this Year of the Non-Commissioned Officer and beyond.

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.



Beginning June 1, photos and complete video coverage of the keynote addresses plus other information will be available online at [www.marshallarmyrotc.org](http://www.marshallarmyrotc.org).

Roundtable discussions led by subject matter experts are one of the highlights of the seminar.

*Seminar leaders and their subjects included:*

Lt. Col. Janice King, USA, *Homeland Security*

Capt. James Campbell, USN (Ret.), *Ethics: An Officer's Character*

Col Robert Tomasovic, USA (Ret.) and Dr. James Armstead, *Transnational Movement*

Lyla Kohistany and Eric Vickland, *Challenges for Transition in Afghanistan*

Cpt. Gregory Amira, USA (Ret.), *Conflict in the Persian Gulf*

Thomas Dowling, *Israel and its Neighbors*

Dr. James Hentz, *Sub-Saharan Africa*

Lt. Col. James Zientek, USMC, *China, Japan and the Koreans*

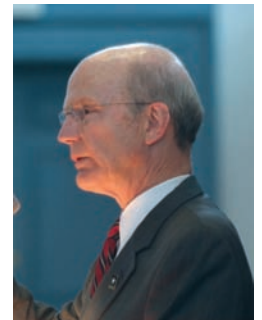
John Concannon and Thomas Valentine, *Russia and Other New Independent States*

Col. Richard D. Downie, USA (Ret.), *Security Challenges in Our Own Neighborhood*

Col. Jamie MacDonald, USA, (Ret.) and Gary Greco, *Intelligence and Global Terrorism*

William Flavin, *U.S. Military Support to Stability and Peace Operations*

Maj. Megan Mangan, Maj. Ash Worboys, Capt. Eric Carlson, Capt. Jason Mosley, Capt. Taver Eniss, Capt. Lee Ferguson, CSM Charles Green, CSM Victor Mercado, CSM Isaia Vimoto, SGM Paul Carrier, SGM Lamar Walker, SGM Mark Ferrone, MSG Richard Deleon, MSG Larry Thomas, SFC John Leggat, SFC Christopher Donavant, SFC Robert Arnholter, SFC Ricardo Lugo, *The Role of the Platoon Leader and NCO.*



Secretary of the Army  
Pete Geren



Army Chief of Staff  
Gen. George W. Casey, Jr.



Maj. Gen. Arthur Bartell,  
Commanding General,  
U.S. Army Cadet Command

*in this issue*

# Topics

- ★ Brent Scowcroft honored at first Goodpaster Dinner for a lifetime of service
- ★ ROTC Seminars connect top cadets with past and present and leading issues of the day
- ★ Plus news about programs, the museum, the library and archives and the Foundation

*Gen. Henry "Hap" Arnold  
and Gen. George Marshall  
shaped the modern  
U.S. Air Force.*

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



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# Topics

The Newsletter of the George C. Marshall Foundation

## Brent Scowcroft Honored with Inaugural Goodpaster Award

Selecting Lt. Gen. Brent Scowcroft, USAF (Ret.) to receive the first Andrew J. Goodpaster Award was an easy choice to make.

Nearly 300 individuals celebrated the evening with General Scowcroft as testimony to the significance of his work. Deputy Secretary of State John Negroponte pointed to two notable accomplishments. Brent Scowcroft, he said, opened diplomatic relations with China and worked to bring the Cold War to an end with the peaceful collapse of the Soviet Union. "Brent helped shape the modern international order," he said.

Brent Scowcroft served as national security advisor to Presidents Gerald Ford and George H. W. Bush. Following graduation from the U.S. Military Academy at West Point, he began an illustrious career that included many high-level assignments as advisor and counselor to the highest civilian and military leadership. His friend Andy Goodpaster, for whom the award was named, was equally accomplished in service to his country.

A grateful Brent Scowcroft remembered his colleague. "Andy Goodpaster epitomized all that is summed up in the two words: public service," remarked Scowcroft at the dinner in Washington last December. Gen. Scowcroft acknowledged that his predecessor in the national security field, Gen. Goodpaster, founded the national security system we know today and despite his title as an assistant to President Eisenhower was, in fact, the first national security advisor.

General Goodpaster began a public career that spanned six decades. After receiving a Ph.D. from Princeton, he served as staff secretary to President Eisenhower, Commander U.S. Forces, Vietnam and Commander-in-Chief, U.S. European Command and Supreme Allied Commander, Europe, among other assignments. And like Brent Scowcroft, Gen. Goodpaster was a member for the Marshall Foundation Board of Trustees, serving eight years as chairman.



*U.S. Secretary of Defense Robert Gates (left) congratulates former national security advisor Brent Scowcroft on receiving the Andrew J. Goodpaster Award.*

Both men reflected the accomplishments of another—George Marshall. "George Marshall is a figure I always deeply revered," he said, "both for the way he conducted World War II, but without the flamboyance, instead producing the strategy and executing it....Then putting his diplomatic gown on and producing some of the finest aspects that turned America from a world at war to reconstructing a world devastated by that war."

Several individuals contributed to the festive evening. Secretary of Defense Robert Gates attended the reception. Susan Eisenhower and Zbigniew Brzezinski delivered personal tributes in honor of Generals Goodpaster and Scowcroft. Ms. Eisenhower is president of the Eisenhower Group. Dr. Brzezinski, like Gen. Scowcroft, was a national security advisor. He consults and writes today. He and Gen. Scowcroft collaborated on a book, *America and the World*, with David Ignatius, columnist for the *Washington Post*, who served as master of ceremonies for the evening.



See the Marshall Foundation Web site at [www.marshallfoundation.org](http://www.marshallfoundation.org) for more photos.