



THE  
GEORGE C. MARSHALL  
FOUNDATION

# THE STRATEGIST

Spring 2015

The Newsletter of the George C. Marshall Foundation



Army Chief of Staff Gen. Raymond Odierno receives the 2014 Andrew J. Goodpaster Award from 2008 recipient Lt. Gen. Brent Scowcroft, USAF (Ret) (left) and 2012 recipient Gen. Gordon Sullivan, USA (Ret).

## GEN. ODIERNO RECEIVES GOODPASTER AWARD

Addressing friends and guests in December, Army Chief of Staff Gen. Raymond T. Odierno said Generals Marshall and Goodpaster “represent what’s best about our country. Selfless leaders who put their country before themselves. They are great examples for so many of us, in and out of uniform.”

Gen. Odierno received the 2014 Andrew J. Goodpaster Award for his distinguished career of service to the Army and the nation at a luncheon program held at the Reagan Building in Washington. 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. Gen. Odierno is the 38th U.S. Army chief of staff.

Former Army Chief of Staff Gen. Gordon R. Sullivan, (Ret.), who is now president of the Association of the United States Army, delivered words of tribute to Gen. Odierno. Friend and former colleague Gen. Richard A. Cody, USA (Ret.), former Army vice chief of staff, also offered a tribute as did Col. Robert L. McClure, USA (Ret.), who as a West Point classmate of General Odierno, shared reminiscences. Col. McClure is president and CEO of the West Point Association of Graduates.

Lt. Gen. Brent Scowcroft, USAF (Ret.), former national security advisor to two presidents and the first recipient of the Goodpaster Award was joined by Gen. Sullivan, who is the second recipient, to

present the award. Gen. Scowcroft described Generals Marshall and Goodpaster as individuals, like Gen. Odierno, he admired for their contributions to our society. Goodpaster was a longtime member of the Marshall Foundation Board of Trustees and a former chairman.

Repeating themes of selfless service and giving back, Gen. Odierno, said, “This award is not about me. It’s about the Army. It’s about more than one million soldiers who earned this award and their dedication to this willingness to raise their right hand and do whatever we ask of them and to endure hardship in order to keep our nation safe. It’s those men and women who inspire me and ensure our way of life continues.

“Many in this country have seen those who want to take away our freedoms, our way of life. These men and women are willing to stand up to them anywhere in the world for as long as it takes to ensure they never have the opportunity to do that to this great country,” he concluded.

Marshall Foundation Chairman John B. Adams, Jr., welcomed the guests, and Foundation President Rob Havers served as master of ceremonies and concluded the event.

L-3 led a group of generous corporate supporters that included contributing sponsors Booz Allen Hamilton, General Dynamics, GE, Lockheed Martin, and VMI Foundation and associate sponsors Airbus, ATK, Exelis, ManTech and Raytheon.

**INSIDE: ON MARSHALL, FROM THE ARCHIVES AND MORE**

# FROM THE PRESIDENT



Dr. Rob Havers

A very warm welcome, from a distinctly cool Lexington, Virginia, to the Spring 2015 edition of *The Strategist*.

In this issue you can read a précis of the wonderful 2014 Andrew J. Goodpaster Award event from December. General Raymond Odierno was a most appropriate and gracious recipient and the occasion, at the Reagan Building in DC, was a great one. Additional details and pictures can be found on our website. I'm delighted to announce, too, that the 2015 awardee will be General John Jumper, VMI Class of 1966 and former Chief of Staff of the United States Air Force. Please mark your calendars in advance for this event to be held on 10 December at the same venue.

As you read this, the Marshall Foundation will be on the cusp of completing our long-term project: the edited papers of George C. Marshall. With the publication of Volume 7 the Marshall Foundation will have, over 40 plus years, established the documentary record of General Marshall's long and momentous career. Our job, however, is not done. With the end of the Marshall Papers project, our challenge now is to ensure that Marshall is known far more broadly and that the lessons of his life are not lost. To that end the Marshall Foundation is embarking on a new endeavor, one that broadens the appeal and accessibility of Marshall and all that he did and stood for. *The George C. Marshall Legacy Series: Visionary in War and in Peace*.

The Legacy Series articulates aspects of Marshall's career in nine discrete sequences, each lasting about three months and beginning in April 2015. The Series provides an exposition of the key moments in his life through selected documents and artifacts from our archives, associated articles, audiovisual presentations, unique museum exhibitions and

speaker events. In doing so it fleshes out who he was, what he did, how he did it and why he is still so relevant today. The goal is to make Marshall's career and achievements more popularly accessible and to move on from the completion of the Marshall Papers by disseminating the substance of those volumes more widely. The Legacy Series will confront our largest strategic challenge: the fact that Marshall is slipping from public consciousness and will do so by building and utilizing in a more intentional fashion our strengths. There has also been confusion, within the wider public mind, about exactly what the George C. Marshall Foundation does. This activity will address that directly and unambiguously: We narrate, promote and explore the legacy of George C. Marshall one of the greatest Americans in history. As we look ahead to this bright future, I know that I count on your support.



## Board of Trustees

John B. Adams, Jr.,  
Chairman  
Shawn Boyer  
J. Stewart Bryan  
Christine K. Carrico  
Richard A. Cody  
Charles W. Dyke  
George W. Foresman  
J. Baker Gentry, Jr.  
R.P.W. Havers,  
President  
David Hein  
Thomas H. Henriksen  
John M. Keane  
Thomas R. Morris  
Charles W. Payne, Jr.  
L.F. Payne, Jr.  
J.H. Binford Peay, III  
Thomas R. Pickering  
Kurt A. Polk  
Olin L. Wethington  
James J. Winn, Jr.  
Clifford Miller Yonce

---

## *The Strategist*, Spring 2105

*The Strategist* is published by the George C. Marshall Foundation, P.O. Box 1600, Lexington, VA 24450. We encourage reproduction and use of articles contained herein.

Telephone: 540.463.7103

Web site: [www.marshallfoundation.org](http://www.marshallfoundation.org)

Contact: Rick Drake at

[edrake@marshallfoundation.org](mailto:edrake@marshallfoundation.org)

Contributors: Rob Havers, Rick Drake, Jeffrey Kozak, BG Casey Brower and Kevin Remington

## Thanks to Our Corporate Partners

**Five-Star Member**  
L-3

**Four-Star Member**  
FedEx

**Two-Star Members**  
Booz Allen Hamilton  
GE Aviation  
General Dynamics  
HDT Global  
Lockheed Martin  
Tawani Foundation  
VMI Foundation

**One-Star Members**  
Airbus  
Association of the United States Army  
(AUSA)  
ATK  
Exelis  
ManTech  
Raytheon



# FOUNDATION NEWS

## News in Brief

Long-time trustee and friend **David M. Abshire** died in November. He had been a NATO ambassador, a co-founder and leader of the Center for Strategic and International Studies and an advisor to presidents during a long and productive career. He was 88.

**John C. Whitehead**, who was a long-time trustee, a WWII Navy veteran, co-chair of Goldman Sachs and a former deputy secretary of state during the Reagan administration, died at the age of 92. He was a generous supporter of the Foundation.



**C. David Hein, Ph.D.** has been appointed to the Board of Trustees. Dr. Hein has been a member of the Hood College faculty for more than 30 years. He has written and spoken about WWII and General Marshall.

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

Foundation President Dr. **Rob Havers** represented the Foundation at the 100th birthday celebration for Col. **F. Gorham Brigham, Jr.**, who is believed to be the last surviving member of General Marshall's WWII office staff.

**Kathryn P. Garvin** has joined the staff as director of finance and administration.

The story of **William Friedman's work** on two extracurricular pursuits, the Voynich Manuscript, and the Shakespeare authorship controversy, was featured in the **Folger Shakespeare Library** exhibition *Decoding the Renaissance: 500 Years of Codes and Ciphers*. Our Friedman Collection and **Codebreaking** are featured elements in the new **Marshall Legacy Series** that begins in April.

The Foundation participates in the **Skype in the Classroom** program as a content provider.



Brad Coleman and his daughter Molly take a break during the Museum Holiday Open House in December that featured crafts and caroling for children and parents.

## Marshall Legacy Series Underway

The Foundation has launched its *George C. Marshall Legacy Series* to interpret General Marshall's legacy through a multi-year series of events, programs and information centered on key themes, events or episodes.

Because Marshall's career touched on nearly every major event of the first half of the 20<sup>th</sup> Century, the landscape is rich and vast. Beginning projects, each lasting about three months, will include Codebreaking, Weapons of War, Taking Care of the Troops, and Logistics to begin.

The Codebreaking sequence will feature major events and several activities beginning in April to appeal to children and parents, scholars and researchers, historians and history buffs, and museum visitors of all ages. Many of the events will be free to members. Check our web site for the calendar for each sequence in the Series.

Join us December 10 when Gen. John Jumper, USAF (Ret.) will receive the 2015 Goodpaster Award.

*Far left:* Using a wireless internet connection and a laptop computer, Library staff talked with Ms. Rhodes' sixth grade class in Alabama via Skype. *Below:* Joe Vincent, of Staunton, talks with Rachel Thompson about her new biography *Marshall: A Statesman Shaped in the Crucible of War*.



# FROM THE ARCHIVES

## Marshall's Battlefield "Staff" Ride

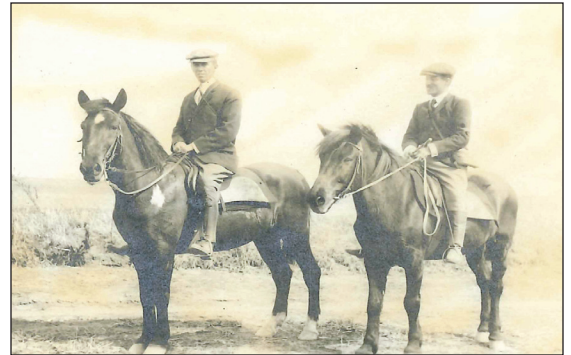
George C. Marshall (*left*) and his guide rode the battlefields in Manchuria.

First Lt. George C. Marshall of the 13th Infantry stationed in the Philippines visited Manchurian battlefields in 1914 to conduct his own staff ride, a technique he employed frequently in his teaching. Always the student, he wanted to learn about the Russo-Japanese War that was fought there from 1904 to 1905 with opposing forces numbering nearly one million soldiers and sailors. Four years later in 1918 he joined the American Expeditionary Force in France to participate in the ending of WWI and organized the offensives at Saint Mihiel and Meuse-Argonne that included the movement of an estimated 600,000 troops during two weeks between battles. For the logistical brilliance he displayed in that short amount of time, he earned the nickname "The Wizard."

Upon his return from Manchuria to his duty station, Marshall sent an 11-page memorandum to CG Philippines along with a 33-page report, typewritten on legal-sized paper. He notes in the memo, "I was told that as far as they [his hosts] knew I had seen more of the Mukden battlefield than any foreign officer who had visited it during their stay in Manchuria." Mukden was a culminating land battle that involved more than 500,000 combatants during three weeks.

He continued, "Some years ago I made a staff ride over a number of the battlefields of the Civil War, but in spite of that experience I was astonished at the amount of valuable professional knowledge I apparently acquired on this recent trip. While a student at the Army School of the Line and the Staff College and later when I was an instructor there, I had made a serious study of the events of the Russian-Japanese War. Since then I have continued my studies of the War with considerable energy. In preparation for this trip I made special studies of the battlefields I was to visit, and during the trip I devoted every free hour on the trains, boats and at the hotels to study. Yet I found that a few hours on the actual field apparently did more to instruct me in the details of troop leading and the larger phases of tactics than years of theoretical study. I came away with a new idea of those fights and entirely different ideas as to the proper methods to follow in peace training."

Marshall starts his 10,000-word report, "Forgotten Scenes of Heroism: A visit to the battlefields of the Russian-Japanese War," with the following comparison: "The fields of Waterloo and Gettysburg are marked and set apart to be viewed



by thousands, and their glories or tragedies are fresh in the minds of most men today. But far off in Manchuria are hills and plains, the scenes of the most stupendous and ghastly struggle of modern times that already lie forgotten to all but the military student. Trenches, redoubts and forts are slowly succumbing to the wooden plough and heavy shovel of the Chinese farmer, and he little cares how many souls sacrificed themselves where he now plants his millet seed or draws the furrow for the kaoliang.

"In May, 1914, I made a trip over the battlefields of the Russian-Japanese War. Everywhere were bullet marks or shell scars, uncovered bones or scattered pieces of equipment, all serving as tragic reminders of the hopeless struggle of the ignorant Siberian peasant against the marvelously directed, grim determination of the Japanese warrior, aflame with the spirit of the Bushido.

"Aside from all the questions regarding the justification for this war or as to justification for any war, the great lessons of self-sacrifice by the individual that converted those hills and plains of Manchuria into shambles of torn flesh and splintered bones of alien races, should not lie forgotten in ten short years. They are not forgotten in Japan, and perhaps if the foreigner could read their poetry and absorb its rhythm our school boys might warm their minds with other deeds besides the 'Charge of the Light Brigade' at Balaclava or Napoleon's Old Guard at Waterloo."

Later after visiting Port Arthur, the site of a long battle he writes, "Men fought each other, a few yards apart, for days at a time in the underground tunnels, hurling dynamite and hand grenades, dragging up heavy mountain guns to within a few paces of their foes, and exploding mines. Human life ceased to have a value and the minds of those underground combatants must have been reduced to hideous chaos. The scenes of the siege have been well characterized as representing 'the lowest shriek of hell.'" Claiming the hilltop overlooking the port

This report, part of the new George C. Marshall and Katherine T. Winn Collection, can be read in its entirety online. Photos shown here were included in Marshall's report. The photographer is not known.





Lt. Takehashi (*left*) and Capt. Hirano with a relic from Mukden

and the traffic that would arrive and depart by sea offered significant advantage. After several months of horrific fighting, the Japanese captured Port Arthur.

“Our route on this day led us to 203 Metre Hill, the most hideous war scene in history, and I felt myself quite unable to describe what I saw or what I felt....From September until December 5th, the Japanese exhausted themselves in one terrific effort to gain a foothold on the crest—and all for the single purpose of placing an observer there to direct the fire of heavy guns, hidden away in distant ravines, upon the Russian warships he would be able to see in the harbor. That observation station for a single telescope cost the lives of at least 15,000 Japanese and 10,000 Russians, and thousands more were wounded....”

Several days later Marshall arrived at Mukden after dark. He writes, “The following morning at seven o’clock, Captain Hirano, Lieutenant Takahashi and myself, with an orderly, rode off on horseback along a small portion of the battle line of Mukden....During the winter of 1904-5 the opposing armies lay facing each other along the line of the Sha River to the south of Mukden. The Japanese were waiting for the fall of Port Arthur to release General Nogi’s army from its task there. The advance had to be made before the ice in the Hun River melted or the ground thawed, but the armies required assistance of General Nogi’s veterans to carry through the tremendous effort that must be made; for the Russians now numbered 450,000 men and had literally buried themselves in a maze of trenches, forts and redoubts, protected from every known form of military obstacle and ground mine.

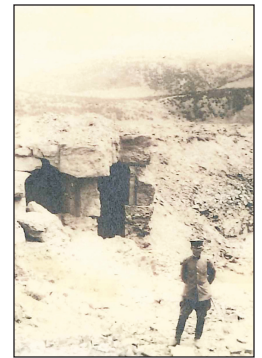
“On February 15th the advance began along a front of forty five miles. By March 9th the front stretched over eighty miles of mountains and plains. On March 11th, the battle had taken its place in history as a great Japanese victory.

“On March 6th, the troops of the 3rd Japanese Division lay facing this portion of the line. They appeared to be preparing to assault, but in reality were charged with the important mission of covering the march of the general reserve, General Nogi’s army, hastening north in their rear to burst against the extreme right flank of the enemy, block the line of retreat, and end the war in a tremendous victory. No Russian eye must see those hurrying thousands or even suspicion their whereabouts.

“For three weeks the battle had raged along the weary miles of its extended front and Kuropatkin, growing restless at the repeated failures of the Cossacks to penetrate and discover the designs of the enemy west of Mukden, ordered large bodies of local reserves to advance in that direction, break through the inert Japanese lines and develop the true condition of affairs in their rear. The long columns moved forward across the plain and reached the fortified positions held by their comrades. The 3rd Japanese Division was not strong enough to defend itself against such an overwhelming onslaught, and to the average soldier the secrecy of Nogi’s march seemed doomed to discovery.

“1200 yards west of Yukuantun lay General Nambo’s brigade of the 3rd Division, facing this crisis. He did not wait to be overwhelmed and the plans of his chief thwarted, but determined to attempt a daring remedy. When darkness fell 2000 men of the 33rd regiment, with the same number of the 6th Regiment on their left, rushed forward across the frozen plain and struck the village of Yukuantun like an icy blast of death. No coherent description of that hand to hand struggle in the darkness will ever be written. Men’s minds were too engrossed with crackling streaks of flame and frosty bayonets and swords to comprehend the details of the night.”

Marshall’s account of that battle continues for several more pages. He concludes his report, “My glimpse at the scenes of the Russian-Japanese war had been a very cursory one; the vast areas covered by the struggle made this unavoidable. I had learned much of professional value, but I learned more of other things—of the Chinese farmer and his picturesque villages, of the missionary and his thankless task, of tragedy and glory, but above all, of the sublime spirit of self sacrifice for the cause of the Emperor displayed by the Japanese soldier.”



A fortified position along a ditch at Port Arthur

# ON MARSHALL



BG Charles F. "Casey" Brower, IV, USA (Ret.) teaches at the Virginia Military Institute as the Henry Burgwyn, Jr. Institute Professor in Military History and Professor of International Studies. He wrote the following examination of George C. Marshall's character while on assignment at the U.S. Military Academy. Portions of his essay have been excerpted for this issue of *The Strategist*. You can read the full text on our web site at [marshallfoundation.org/marshall/essays-interviews/george-c-marshall-study-character/](http://marshallfoundation.org/marshall/essays-interviews/george-c-marshall-study-character/)

## George C. Marshall: A Study in Character By Charles F. Brower, IV

General George Catlett Marshall is widely accepted as this nation's most esteemed 20th century military figure and as a paragon of professionalism and officership. Marshall, the soldier, and his military career serve as a comforting reference point for thoughtful officers to guide upon when they feel they are in danger of losing their ethical and professional bearings.

His was a career that paralleled America's rise to and acceptance of global responsibilities. Marshall was a creator not only of America's awesome military power as Army chief of staff in World War II but also of its major foreign and global strategies as a postwar Secretary of State and Secretary of Defense. Statesman as well as soldier, his character and accomplishments are so exceptional that he is regularly placed in the company of George Washington when parallels are sought.

Marshall's character casts a giant historical shadow. His leadership qualities, sense of duty and honor, selflessness, and abiding commitment to the Constitution and the American civil-military tradition were so extraordinary that virtually every individual with whom he worked, from president on down, felt duty bound to recount and comment upon those traits in hushed tones of veneration. In today's context it is almost impossible for us to imagine that such a man ever existed.

Marshall's most pressing role during this period was to win presidential and congressional approval for a crash effort to bolster American preparedness through the building of a balanced military capability. As Marshall saw it, rearming America was an absolute priority. Yet in the days following the fall of France and with the rearmament process barely under way, Roosevelt concluded that the nation must simultaneously aid Britain in its lonely struggle against Germany. Fears that the modest gains in American readiness thus far realized would be dissipated by FDR's eagerness to sustain Britain brought Marshall into conflict with the president—and into the harsh glare of partisan politics—when congressional opponents of Roosevelt's policies sought to draw Marshall into the foreign policy debate.

Marshall's actions during those twenty-seven months provide useful insights into the relationship between ethics and readiness. Moreover, as a demonstration of how Marshall was able to stand steadfastly for his beliefs while at the same time

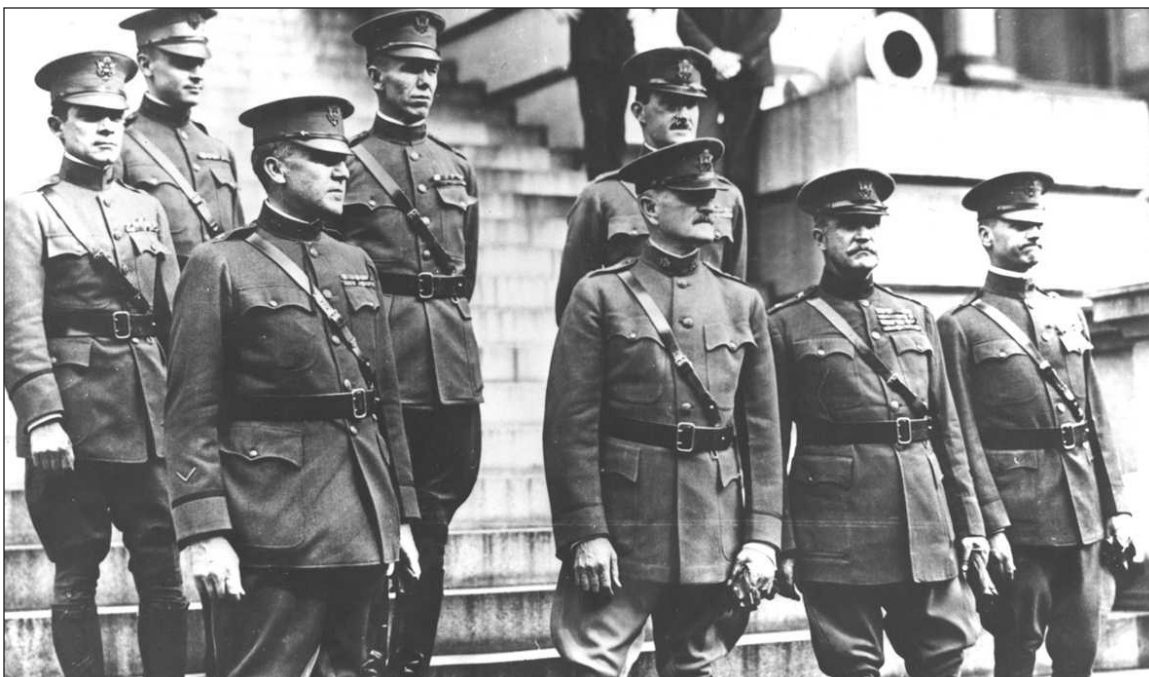
maintaining his loyalty to his civilian Commander-in-Chief, his actions during that period are also an emulatory perspective on American civil-military relations.

## The Shaping of Marshall's Character

Immediately after World War I, making good on his promise to share insights on his successes in World War I with cadets at his alma mater, the Virginia Military Institute, Marshall provided VMI's superintendent his observations [about] successful leadership in combat in the American Army in France.

Optimism, stamina, love of one's soldiers, determination and loyalty were qualities for Marshall that distinguished successful officers from the common pack. They were the solid qualities on which a commander could depend, qualities that would make a large organization function effectively, qualities that would be the bedrock of readiness. "When conditions are difficult, the command is depressed and everyone seems critical and pessimistic, you must be especially cheerful and optimistic," he wrote. Especially then, leaders need to lay aside "any thought of personal fatigue and display marked energy in looking after the comfort of [their] organization, inspecting the lines, and preparing for tomorrow." This ability to reach deep within one's personal reserves of stamina and perseverance to lift up and inspire exhausted and dispirited soldiers during such low points was an important Marshall hallmark of leadership. Indeed, more alarming and disastrous the situation, "the more determined must be your attitude." Finally, Marshall valued loyalty enormously as a leadership virtue. The most successful officers, in his view, made "a point of extreme loyalty, in thought and deed, both to their superiors personally and to one's efforts to execute their superior's plans or policies. There could be no role for individual ego in a soldier's respect for superior authority, he counseled. Indeed, "The less you agree with the policies of your superiors, the more energy you must direct to their accomplishment."

Of all these qualities of leadership the one most prized by Marshall and perhaps most reflective of his character was that of candor. Frankness of expression and the inability to quibble were in his mind directly related to trust and sincerity, elements that reached to the very core of one's integrity. Simply put, Marshall gave—and expected to get—the unvarnished facts of a case and he developed early in his career a reputation for straightforwardness



General of the Armies John J. Pershing (center, front in the photo) became a mentor to George C. Marshall (standing behind).



Portrait of Col. Marshall during WWI

and integrity that in his later career gave him enormous credibility with Roosevelt, the Congress and the American people. Three brief anecdotes from Marshall's early career illustrate how this reputation for candor developed and suggest how his resulting credibility became a priceless asset for Marshall in the execution of his wartime duties.

The first occurred in France in 1917 where then-Major Marshall was serving as a staff officer in the American 1st Infantry Division. During an inspection, General Pershing became unhappy with the level of training in the division and criticized the division commander in front of his subordinates. Loyal to his commander and convinced the humiliation was unjustified Marshall rose to his defense. When Pershing tried to ignore his protests and depart, Marshall exploded, placing his hand on Pershing's arm to prevent him from leaving and, according to Marshall's own recollections, practically forcing the general to listen. An extraordinary lecture followed, which identified Pershing's Headquarters as the source of the problems. Pershing's offer to look into the situation did not satisfy the now thoroughly-aroused Marshall, who figured he was already in it up to his neck and "might as well not try to float but to splash a bit." There was no need to look into it, he told Pershing, "it's a fact."

Marshall's fellow officers were horrified with the scene, but Pershing took the major's tirade calmly, reminding Marshall that he needed to appreciate

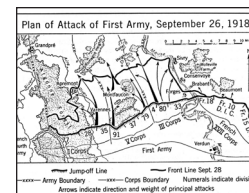
the troubles GHQ had. Marshall shot back: "We have them every day and many a day and we have to solve every one of them by night."

That ended the conversation and Pershing's visit. Convinced Marshall would be immediately relieved, his fellow officers all bade him farewell. But they had severely misjudged Pershing. Marshall had in fact won his respect by his candid outburst; rather than relieving Marshall, the AEF commander frequently consulted him thereafter on First Division problems. By the summer of 1918 Marshall had been promoted to colonel and assigned to Pershing's own staff and within two years had become the general's personal aide. A long and vitally important relationship had been forged.

For Marshall, the experience served as a highly instructive lesson in leadership. Pershing's reaction to candid counsel was unusual; Marshall had never before seen a man who would listen so intently to severe criticisms. "Pershing never held it against you personally," he marvelled. "He might not agree with you in any degree, but he listened to very, very frank criticisms in regard to his actions...."

## Conclusion

General Marshall appreciated the priceless nature of his own integrity and credibility and seemed to understand that his behavior was interpreted by others as a larger reflection of the integrity of the armed forces in general. Indeed, his every action seemed governed by these considerations.



Marshall planned the Meuse-Argonne Offensive.



# THE STRATEGIST

SPRING 2015

Army Chief of Staff Receives  
Goodpastor Award

Marshall's Impeccable Character  
Examined

Marshall's Visit to  
Manchurian Battlefields

READ THE STRATEGIST ONLINE AT  
[WWW.MARSHALLFOUNDATION.ORG](http://WWW.MARSHALLFOUNDATION.ORG)

Gen. John J. Pershing and Col. George C. Marshall during WWI

