



Tuskegee Airman Lt. Col. Robert Friend told stories about his World War II experiences.

Lylburn Downing Middle School student Jaden Richmond enjoyed the afternoon with Col. Friend.



## TUSKEGEE PILOT TALKS ABOUT WWII FLYING

For a 95-year-old on the threshold of another birthday, Lt. Col. Robert J. Friend, USAF (Ret.), answered questions comfortably in a packed Pogue Auditorium.

He is one of the last surviving members of the 332nd Fighter Group of the Tuskegee Airmen. He flew 142 combat missions over Europe during World War II. Col. Friend shared his experiences as part of the Marshall Legacy Series sequence on *All Who Want to Serve* in February.

He said he had always been interested in flying. "I graduated from flying school in Pennsylvania and had a pilot's license in 1938." He applied to an Army flight program and was not accepted. "Then I received a call to enroll at Tuskegee. I was lucky enough to be one of the few to be admitted to the pilot training program," he explained. He added, "Marshall, of course, opened up the course at Tuskegee."

Questions and comments from the audience ranged widely. Bob Hatcher stood and said he had been a top turret gunner on B-17s that the Red Tails had escorted and thanked Lt. Col. Friend for being there to protect them. Quick to smile and to respond, Col. Friend explained as if it were yesterday, "When you come up on a bomber formation, you better come in sideways; otherwise, they're going to shoot you down." He laughed and took a question about the Red Tails, which he

said had no significance whatsoever. Everyone laughed again. Then he explained the red tails on the P-51 Mustang allowed the bomber pilots to identify their planes as friendly.

Army Chief of Staff General George C. Marshall had a daunting problem to solve: staffing the Army for a global war. As Marshall grew the Army to 8,000,000 in uniform by war's end in 1945, he encouraged all able bodied men and women to serve.

Marshall crossed traditional boundaries to create special units formed along racial and ethnic lines. The famous Tuskegee Airmen grew from the needs for more airmen in fighter units. As chief of staff, Marshall was directly involved in the establishment of the military program for aviation at the Tuskegee Institute. Correspondence between Marshall and Dr. Frederick D. Patterson, president of Tuskegee, shows that Marshall expressed an interest in developments at the Tuskegee Institute throughout the war and offered his support to help the program succeed.

Four hundred and fifty of the pilots who were trained at Tuskegee served in North Africa, Sicily and Italy from April 1943 until July 1944 when they were transferred to the 332nd Fighter Group in the 15th Air Force. Lt. Col. Robert Friend was one of those pilots.

**INSIDE: LEGACY SERIES, FROM THE ARCHIVES AND MORE**

# FROM THE PRESIDENT



Dr. Rob Havers

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## Your Planned Gift

Your planned gift may provide you with considerable tax benefits, and it would certainly enable the Marshall Foundation to perpetuate the Marshall legacy. Please call Rick Drake to begin the conversation.

Warm greetings, as ever, from Lexington, Virginia, and welcome to the the spring edition of *The Strategist*.

At the time of writing I have just returned from a visit to Vancouver, Washington. As most of you are no doubt aware, General and Mrs. Marshall spent two years there between 1936-38. During his time there Marshall commanded the 5<sup>th</sup> Brigade of the Third Division and also oversaw the array of activities and camps undertaken by the Civilian Conservation Corps (CCC). This period was referred to as “two of the happiest years of our life” by Katherine Marshall. Just as the Pacific Northwest made an impression on General Marshall, so too did his presence there leave a mark on Vancouver. Each year the Fort Vancouver National Historic Trust, which oversees a raft of properties including Marshall’s former residence, invites nominations for outstanding leaders within the local community. These awards, to an adult and a high schooler, go to those who best exemplify the spirit and personal attributes of General Marshall. They serve also to remind the wider world just who General Marshall was and why exactly he matters still, today.

The Vancouver awards speak to a broader consideration: that Marshall is still a most apposite role model and that the wider world still has an interest in who Marshall was, and what and how he did. As society increasingly looks for inspiration in terms of successful leadership, Marshall’s example of courage and integrity through the most significant challenges that this country has ever faced is a reassuring beacon in uncertain times. All these considerations help explain the success of our Marshall Legacy Series. One year

ago, in this very column, I was highlighting the beginning of this initiative and discussing how these events, in Lexington, initially, will help to reverse the sad decline in awareness of Marshall’s life and legacy. These early aims have been realized with attendance across the full spectrum of our Legacy Series events growing exponentially. As we had planned, these events both satiate an enduring interest in Marshall’s fascinating life but also create interest where none existed previously. You can read more about the latest Marshall Legacy Series events in this issue.

Our aim has long been to return Marshall to a more prominent position within the popular consciousness of this country and for two very good reasons: firstly, because his contribution is peerless and because an understanding of what he did and how he did it is of tremendous value today as inspiration to future leaders. Our efforts to do this and to place the Marshall Foundation squarely in the vanguard of this activity have been aided by the introduction of a Congressional resolution to recognize the Marshall Foundation as the National Marshall Library and Museum. This resolution, sponsored by Rep. Bob Goodlatte (R-Va.), speaks both to our *de facto* position as the repository of Marshall’s papers and center of Marshall activity and speaks also to our ambitions to see Marshall recognized more widely nationally and, indeed, internationally. I look forward to updating you all on this resolution as it progresses.

Finally, we remember the passing of a truly great man, our late Board member J. Stewart Bryan, III, of Richmond, Virginia, who passed away in January. Stewart was a long-serving Board member of the Marshall Foundation and knew first hand the import of keeping alive the memory and the legacy of General Marshall. Stewart’s unwavering support of the Foundation and his particular enthusiasm for the Legacy Series will not be forgotten.

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

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# FOUNDATION NEWS

## General John Jumper Receives 2015 Goodpaster Award

Gen. John Jumper, USAF (Ret.), received the Andrew J. Goodpaster Award in recognition of his distinguished career in the U.S. Air Force as well for his many contributions to national security. The luncheon event occurred in December at the Ronald Reagan Building in Washington, DC.

Air Force Secretary Deborah Lee James said, "General Jumper epitomizes the spirit of this award's namesake." She described the crossing of her path as a member of the House Armed Services Committee staff with General Jumper's and recalled the first days in the new Clinton administration when she met then-Major Jumper who represented the secretary of defense. "It felt like chaos...But if there is one thing I learned right away that General Jumper is very good at it is managing through chaos. And doing it with calm and doing it with professionalism. You taught us well," she said.

His retirement in 2005 as the 17th U.S. Air Force Chief of Staff culminated a 39-year career in the Air Force.

In June 2007 Gen. Jumper joined the board of directors of Science Applications International Corporation (SAIC), and in March 2012 he became CEO. He was instrumental in splitting the company into two. After the split, he remained the CEO of the company which changed its name to Leidos. Gen. Jumper retired as CEO in July 2014.

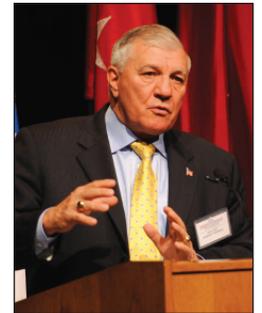
## News in Brief

Trustee **J. Stewart Bryan, III** died unexpectedly in January. Mr. Bryan was Chairman of the Board of Media General and the former publisher of the *Richmond Times-Dispatch*. He spent more than 50 years as the fourth and final generation of his family to work in the media business. Media General was in the midst of a purchase by Nexstar Broadcasting at the time of his death. He had been a member of the Foundation Board of Trustees since 2001 and



General John P. Jumper, USAF (Ret.) (right) holds the 2015 Goodpaster Award presented by Marshall Foundation Board Chair Jay Adams (left).

was a champion of the Marshall legacy. The Marshall Legacy Series has been dedicated in his memory for 2016.... **Volume 7 (the final volume) of the Marshall Papers** will be available soon through the Museum Shop. It features General Marshall's service as President of the American Red Cross, Secretary of Defense, his receipt of the Nobel Peace Prize, his retirement and his death in 1959. A special event to thank all donors since the project was begun in the 1970s is being planned for the fall.... **Rick Atkinson** delivered the **George C. Marshall Lecture in Military History** at the annual meeting of the American Historical Association in Atlanta in January.... Foundation President **Dr. Rob Havers** has been appointed by Virginia Governor Terry McAuliffe to the State Historical Records Advisory Board. Dr. Havers gave remarks at the annual Fort Vancouver Historic Trust Leadership Awards dinner in March.



The 2016 Goodpaster Award will be presented to Gen. Richard Cody, USA (Ret.) on December 9 in Washington.

Last fall VMI cadets and Heritage Foundation Fellows participated in a recreation of the 1945 Yalta Conference, assuming roles to negotiate important settlements to occur at the end of World War II.



# MARSHALL LEGACY SERIES

Army SSG Luke Murphy (Ret.) talked about his experiences in Iraq to open the Legacy Series sequence on *Taking Care of the Troops*.



HDT Global engineer Dr. Tom Van Doren described his company's cutting-edge robotics program in November as part of the Legacy Series sequence on *Taking Care of the Troops*.



The George C. Marshall Legacy Series interprets General Marshall's legacy through a multi-year series of exhibitions, speakers and programs centered on key themes or episodes from General Marshall's remarkable career. You can access event videos and see more information on our website.



Army SSG Luke Murphy (Ret.) touched the hearts of everyone who heard him talk that evening in October when we opened the Legacy Series sequence on *Taking Care of the Troops*.

Seasoned during his first tour in Iraq with the 101st Airborne Division, SSG Murphy returned for a second tour that ended badly for him. He was wounded by an explosive penetrating round that entered his vehicle as it patrolled Sadr City in 2006. SSG Murphy, then a squad leader, fought for his life after the blast. Saved by measures taken by his men, SSG Murphy was in a field hospital 18 minutes after the blast preparing for medevac to the Baghdad ER. Murphy arrived at Walter Reed Army Medical

Center within days and remained there for a year enduring nearly 30 surgeries.

Today Murphy lives in northern Florida in a custom home provided by Homes for Our Troops, (HFOT) a privately funded, nonprofit organization that builds specially adapted, mortgage-free homes nationwide for the most severely injured veterans from Iraq and Afghanistan. He co-authored a book *Blasted by Adversity* and has joined HFOT's Veterans Action and Advisory Team. He speaks frequently about his experiences on behalf of HFOT. You can see his talk on our YouTube channel accessed from our website page of the Legacy Series.

Guests that evening had the chance to see the special exhibition, "Give Them What They Need," in the lower gallery of the Museum.

Enhancing the theme of taking care of soldiers and veterans, Dr. Tom Van Doren, V.P., Engineering for HDT Global, talked in November about the award-winning program he oversees in robotic arm technology. Using video clips and hardware demonstrations, he illustrated how the company uses robotic technology to solve both ends of the Improvised Explosive Device problem: IED removal and treating warfighter injury.



The exhibition "Give Them What They Need" featured items and equipment carried or used by soldiers.



Director of the U.S. Army Women’s Museum Dr. Francoise Bonnell (left) discussed the role of women in the Army in January to open the Legacy Series sequence on *All Who Want to Serve*. The sequence featured a Paint Party in March and the exhibition, “For My Country, For Myself,” that two VMI cadets (below) looked at after Dr. Bonnell’s talk.

“Our company is looking at ways to improve lives for U.S. service members.” Describing his work on a Defense Advanced Research Projects Agency (DARPA)-funded project, Dr. Van Doren said, “We started in 2006 to make a prosthetic arm, a robot arm, that is as close as we can get as technologists to what a human arm is, not only to create the mechanical piece but to create a way for the users to actually use this prosthetic arm,” including, he added, neural integration created in cooperation with the Johns Hopkins Physics Lab.

*Taking Care of the Troops* was presented in partnership with Homes for our Troops with sponsorship from L-3.



The Legacy Series flowed into the new year with the opening of the next sequence, *All Who Want to Serve*, created to reflect General Marshall’s desire to find meaningful roles for all Americans who wanted to serve during World War II.

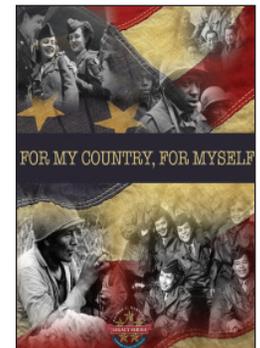
The new exhibition “For My Country, For Myself,” tells the stories of women, African Americans, Native Americans and Japanese Americans during World War II. It can be seen in the lower gallery through April.

Francoise Bonnell, Ph.D., director of the U.S. Army Women’s Museum at Fort Lee, Virginia, talked about “A Debt to Democracy and a Date with Destiny: The Women’s Army Corps and Its Legacy” to open the sequence in January. The Army Women’s Museum has been the partner for the sequence.

Gen. Marshall said the Women’s Army Corps (WAC) was established “for the purpose of making available to the national defense the knowledge, skill, and special training of the women of the nation.”

The title for Dr. Bonnell’s talk was taken from a speech by Col. Oveta Culp Hobby, who was urged by Gen. Marshall to lead the Women’s Army Corps. Col. Hobby is featured in the Foundation’s Hall of Honor.

Dr. Bonnell traced the role of women in the Army beginning with their service during WWI. During WWII, Col. Hobby traveled the country to encourage women to serve. Many of those who served had a father, brother or uncle in uniform; some were combat widows. Gradually women found themselves in more rigorous, more demanding fields of service.



# MARSHALL LEGACY SERIES

Members had a chance to look at unusual artifacts that were on display at the special behind-the-scenes event in December called “The Things They Carried Home.”



Dik Daso



## Speed & Fury

May 12

Dr. Dik Daso talks about “Marshall, Arnold and the Creation of American Airpower” at 5:30 pm

June 2

Dr. John Maass talks about “The Benning Revolution” and Marshall’s leadership in redefining battlefield tactics

July 16

Another special LEGO competition

August 4

Dr. Frank Settle talks about Marshall’s role in the race against the Germans to build the atomic bomb

Sept–Dec 2016

Let’s Get a Move On manufacturing and civilian support during WWII

To see the lineup for the rest of the Marshall Legacy Series, go to our website.

“But the concept of women in uniform was difficult for American society of the 1940s to accept....In many ways a fundamental change in the view of women’s roles in American society was bound to occur. And with such far-reaching notions of putting hundreds of thousands of women to work in war production factories and by putting them in military uniforms, they would be virtually everywhere,” she said.

Ultimately more than 150,000 American women served in uniform in the Army during World War II, with about 250,000 in all the services.

*All Who Want to Serve* continued with the visit of Tuskegee Airman Lt. Col. Robert Friend in February (see story on page one). The first Patriotic Paint Party was held in March, and the debut of the Marshall Matinee Film Series began in April with showings of “Windtalkers” (2002), “Go For Broke” (1951) and “The Tuskegee Airmen” (1995).



The next sequence, *Speed and Fury*, and the new exhibition, “From Machine to Man,” opens on May 12 with a talk by Dr. Dik Daso, former fighter pilot, former curator of Modern Military Aircraft at the Smithsonian Air and Space Museum, and author, who will discuss research for this new book on Marshall, Arnold and the Creation of American Airpower.

*Speed and Fury* explores the technological advances in vehicles and other equipment produced during World War II that substantially increased the speed of warfare. Airplanes and tanks were used in World War I, but their effectiveness and their role in military operations were greatly expanded in World War II. The war was also responsible for the development of the Jeep, a vehicle that Marshall helped bring from obscurity to one of the most effective and iconic vehicles of the war. New developments in communications including walkie-talkies vastly increased the speed with which information could be transmitted and how orders would be communicated. The advances in equipment and technology available to the Army influenced strategy and tactics.

# FROM THE ARCHIVES



General Marshall and Congressman Murphy talk before Marshall's testimony in December 1945.

## Archives Receives Pearl Harbor Attack Hearing Documents

By Jeffrey Kozak, Director of the Library and Archives

Occasionally the Foundation receives documents or collections of particular historic significance. The Marshall Plan volume that contains more than 3,000 pages of Congressional records and Prime Minister Winston Churchill's message recognizing Marshall as the "organizer of victory" during World War II are examples.

The Foundation recently received the John W. Murphy Collection that contains what is possibly the only remaining copy of a complete 14-volume set of galley proofs of the Hearings Before the Joint Committee on the Investigation of the Pearl Harbor Attack. Congressman Murphy, a Pennsylvania representative, served on the 10-member Joint Committee from its creation in September 1945 through the release of its final report on June 20, 1946.

General Marshall, who testified before the committee, could not have anticipated the intensity of its examination. He first appeared on December 6, 1945, and continued testifying until December 13. Over the course of the seven days he logged nearly 24 hours of testimony that totaled more than 400 pages in the printed record.

Members of the Joint Committee who demanded detailed recollections and precise analyses of Marshall's activities were frustrated by Marshall's refusal to express certainty for facts of which he was unsure as well as his tendency to suggest that information the committee sought could be better answered by consulting the official record or by questioning a more knowledgeable witness.

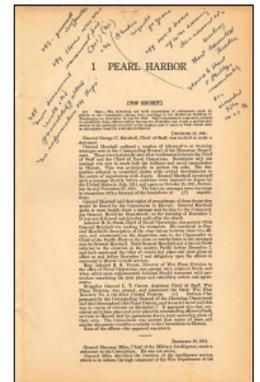
Congressman Murphy did his best to support Marshall and refrained from asking questions unless he believed additional information would help Marshall explain his decisions. Marshall's appreciation is revealed in a January 30, 1947, letter in which Marshall recalls "very vividly... your interest in my best interest."

The 14-volume set includes the transcripts of the Roberts Commission (December 1941–January 1942), the U.S. Army Pearl Harbor Board (July–October 1944), and the U.S. Navy Court of Inquiry (July–October 1944). Marshall's testimony for each of these hearings appears in these volumes.

To schedule a visit to review the John W. Murphy Collection or any of the Foundation's other holdings relating to Pearl Harbor, please contact the research library staff.



Front cover (top) and first page (below) of Congressman Murphy's copy of the 1,100-page Roberts Commission hearings transcript.



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George C. Marshall helped to shape the course of world events during a distinguished career that covered the first half of the 20th century. Learn more about General Marshall's legacy through our Marshall Legacy Series, our publications, our programs, our museum and our website.

Tuskegee Airman Tells His Story,  
 Celebrates Birthday  
 Legacy Series Continues with  
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**SPRING 2016**

**THE STRATEGIST**