

FROM THE PRESIDENT



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enable the Marshall
Foundation to perpetuate
the Marshall legacy.
Please call Rick Drake to
begin the conversation.

Greetings from Lexington, Virginia, and welcome to the fall edition of *The Strategist*. As you will read, it has been a busy spring, summer and early fall. The George C. Marshall Legacy Series welcomed noted speakers Dik Daso, examining the relationship between Marshall and “Hap” Arnold, John Maass talking on Marshall at Fort Benning, and also saw Frank Settle return to add more detail and color on Marshall and the race to build the atomic bomb. In addition the Foundation also hosted a NASA astronaut and encouraged future engineers with a second LEGO event, themed around the (then) current Legacy Series museum exhibition with the young builders tasked with creating vehicles that best satisfied the notion of “Made for Speed.” In amongst the Legacy Series endeavors the Foundation also marked the completion of its most significant and substantial undertaking, the publication of Volume VII of the edited *Papers of George Catlett Marshall*. Appropriately this milestone was celebrated in Lexington with the editing team assembled and many of those associated with the project also present. Looking back, to the spring edition of *The Strategist*, I spoke of a number of exciting initiatives to look forward to. Most noteworthy of these was the Congressional resolution to recognize the George C. Marshall Foundation as the National Marshall Museum and Library, an initiative introduced by Rep. Bob Goodlatte (R-VA.). Over the ensuing summer months Rep. Goodlatte worked, in bi-partisan and Marshall-esque fashion, to secure adequate support for this measure, and on 11 July 2016 this Bill passed the House. This is a substantial step forward for the Foundation and another important

The Strategist, Fall 2016

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. Contact: Rick Drake at 540.463.7103 ext. 137 or edrake@marshallfoundation.org

milestone toward our larger and more ambitious goal of bringing General Marshall’s life and legacy to new generations, across this country and beyond these shores. We eagerly look forward to the next phase of this process, recognition by the United States Senate in due course. Looking ahead still further, to December in Washington, DC, the Foundation will present the Andrew J. Goodpaster Award to former Vice Chief of Staff, Gen. Richard Cody, USA (Ret.). I hope to see as many of you there as possible for what will be a wonderful occasion. Please watch our website for additions to the scholarly resources and for updates on what the Foundation is doing to keep General Marshall relevant and especially for 2017 and the 70th anniversary of Marshall’s speech at Harvard that led to the Marshall Plan.

R.

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FOUNDATION NEWS

2016 Andrew J. Goodpaster Award to General Richard Cody



Gen. Dick Cody, USA (Ret.), will receive the Andrew J. Goodpaster Award at a luncheon in Washington, DC on December 9 at the Ronald Reagan Building and International Trade Center. Gen. Cody will be honored for his distinguished career in the U.S. Army, his many contributions to U.S. defense, and his leadership of the non-profit Homes for Our Troops and the Intrepid Fallen Heroes Fund. His retirement as Vice Chief of Staff in 2008 culminated a 36-year career in the Army during which he served several tours with the 101st Airborne Division (Air Assault) as Commanding General and as Commander, 1st Battalion, 101st Aviation Regiment (Attack) during Operation Desert Storm. Cody is a Master Aviator with more than 5,000 hours of flight time and is an Air Assault School graduate. A West Point graduate, he is a member of the Army Aviation Hall of Fame. General Cody joined L-3 Communications in 2008. He is currently Senior Vice President of Washington Operations. He serves as the Chairman of the Board of Homes for Our Troops, a non-profit that builds specially designed homes for wounded veterans of Iraq and Afghanistan, and as a member of the Board of Trustees of the Intrepid Fallen Heroes Fund. The Goodpaster Award honors the life and service of General Andrew J. Goodpaster, a longtime trustee and chairman of the Foundation, a champion of the Marshall legacy, an American hero and an extraordinary public servant. The Goodpaster Award is presented to Americans in a variety of fields who have exhibited great courage, selfless service, patriotism and leadership in their lives and careers. Readers should call Leigh McFaddin at (540) 463-7103, ext. 138 if they would like to be added to the invitation list.



News in Brief

Two loyal members of the Council of Advisors died recently. **Frank G. Louthan Jr.**, a VMI graduate who was a Richmond business and community leader and a true American patriot who was proud of his role as a “citizen soldier” in the liberation of Europe in World War II died in April at 95. Former Chairman of the Joint Chiefs Gen. **John W. Vessey**, USA (Ret.) died at age 94. He served as chairman during the Reagan presidency to culminate a 46-year career in uniform that included action in North Africa and Italy where he received a battlefield commission at the Battle of Anzio during WWII....**Madison F. “Matt” Cole, Jr.** has joined the Board of Trustees. He is executive headmaster of the Wesleyan School in Peachtree Corners, Georgia, where he directs development, endowment and college admissions. A native of Newnan, Georgia, Cole graduated Washington & Lee Univ. in 1971 with a degree with honors in history. He received an MBA from the Wharton School of the Univ. of Pennsylvania in 1974....**All members** of the Foundation will receive two issues of the **membership magazine, MARSHALL**, which has become in its second year a popular benefit of membership. Membership information is included in this issue of *The Strategist* and can be found on our web site also. Annual memberships can be renewed on the anniversary date or earlier.

Foundation President Dr. Rob Havers welcomes members of the VMI Rat Class (first-year cadets) to the Marshall Museum and Library and an introduction to General Marshall.



Matt Cole

MARSHALL LEGACY SERIES

Dr. Dik Daso profiled the unique relationship between Generals Marshall and Arnold.



From the collections, contents of General Arnold's wallet were on display in the special exhibition, "From Machine to Man."



Dr. Dik Daso



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.



Marshall, Arnold and the Creation of American Airpower

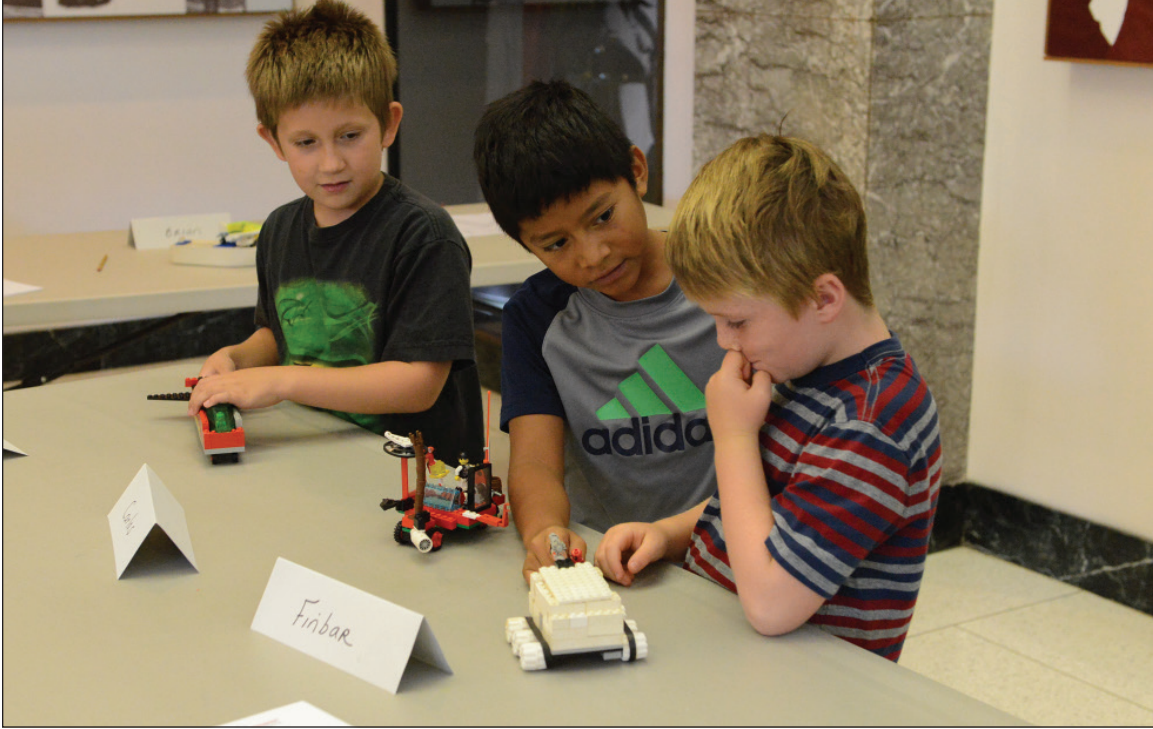
Former Air Force fighter pilot Dik Daso, Ph.D., talked about "Marshall, Arnold and the Creation of American Airpower" to open the Legacy Series sequence on *Speed and Fury* in May. "When you talk about two individuals who shaped modern America, these are the two I would pick," he said.

During World War I, George C. Marshall witnessed airplanes carrying guns and performing reconnaissance and quickly recognized the significant value airplanes could provide. Years later Marshall and Henry "Hap"

Arnold were working for the War Department General Staff in Washington, DC where they developed a strong professional and personal relationship. Marshall's limited knowledge of airpower provided an opportunity for Arnold to educate Marshall on the subject and advocate for an independent aviation branch in the army.

"Both of these men...are specifically trained for the kind of command activity they are going to be in charge of. The fact that Marshall did everything he could to allow Arnold free sway with the air forces is a huge factor. He understood what Arnold brought to the table... understanding aviation technology, the buildup of aviation. Marshall had ten million other things to think about," he said.

During WWII General Arnold led the Army Air Corps while Marshall served as Army Chief of Staff with oversight over the entire U.S. Army. Arnold acknowledged that Marshall's support for innovation and his military genius made him "one of the most potent forces behind the development of real American air power." Later he wrote, "It is hard to think there could have been an American Air Force without George C. Marshall." Through Marshall and Arnold's leadership the air force grew into a



LEGO "engineers" consult during the annual competition that drew 25 participants who created vehicles that were "Made for Speed."



Dr. John Maass

powerful component of the Army's operations during World War II.

Daso received a Ph.D. in history from the Univ. of South Carolina, and for ten years he served as the curator of Modern Military Aircraft at the Smithsonian's Air and Space Museum.

Marshall and the Benning Revolution

In early June John Maass, Ph.D., described the Benning Revolution during which Marshall revised the curriculum at the Infantry School.

Lt. Col. George C. Marshall arrived at Fort Benning, home of the army's Infantry School, in November 1927 to serve as assistant commandant and head of the academic department. Almost immediately Marshall introduced significant changes to the school's structure and content to more closely align with the skills the visionary Marshall believed infantry officers would need in future conflicts.

"Marshall really had to convince a lot of people that innovation wasn't bad. That innovation was a good thing. And that we needed to learn the lesson of World War I. Marshall was working to make sure the last war did not happen again. That there was going to be a lot more emphasis on maneuver and initiative," explained Maass.

Marshall transformed the Infantry School into an institution that developed flexible, effective leaders for the modern battlefield. He increased the number of hours of instruction devoted to tactics, used Fort Benning's entire 100,000 acres as a tactical classroom, and taught

the art of tactical improvisation and creativity. He said, "We must develop a technique and methods so simple and so brief that the citizen officer of good common sense might be able to handle."

Nearly 200 future generals known later as "Marshall's Men" attended the Infantry School as students or instructors with Marshall. He would rely on many of them to carry out his strategy for winning WWII.

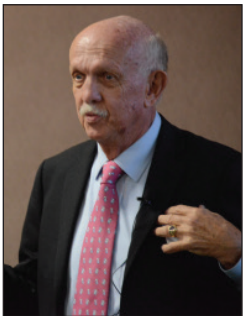
Dr. Maass, is a historian with the U.S. Army Center of Military History in Washington, DC He received his doctorate in early American history from Ohio State University where he also studied military history.

The Race for the Atomic Bomb

Frank Settle, Ph.D., discussed the race to develop the atomic bomb during World War II during an event in August.

What began as a race with Germany to build an atomic bomb concluded with a race to use it on Japan. As Chief of Staff of the Army, General Marshall oversaw the Manhattan Project that produced the bomb in just over two years. As *de facto* head of the Joint Chiefs of Staff, Marshall advised President Truman on the options for defeating Japan. Dr. Settle described Marshall's role in the Manhattan Project and in obtaining Japan's surrender.

In the race for the ultimate weapon, Marshall had a strong hand in its development and the use, explained Settle. "Marshall did not seek the limelight. He was not a micromanager. He

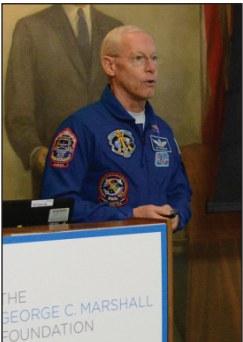


Dr. Frank Settle

Read the fall issue of *MARSHALL*, our magazine, for John Maass' article on "The Benning Revolution" and the forthcoming spring issue for Dik Daso's article on "Marshall, Arnold and the Creation of American Airpower." Members will receive two issues of the magazine in 2017.

MARSHALL LEGACY SERIES

NASA Astronaut Pat Forrester presents a signed photograph to a new admirer.



Astronaut Pat Forrester



assigned the Manhattan Project to General (Leslie) Groves and supported General Groves. [Marshall] even went to Congress and got the money for the Manhattan Project,” he said.

Dr. Settle’s new book, *General George C. Marshall and the Atomic Bomb*, researched at the Marshall Library and published recently by Praeger, provides the first full narrative describing General Marshall’s crucial role in the decades-long development of nuclear weapons that included the Manhattan Project and the use of the atomic bomb on Japan. It can be purchased on the Foundation website.

Dr. Settle, professor emeritus of chemistry, Washington and Lee University and director of the ALSOS Digital Library for Nuclear Issues, was professor of chemistry at the Virginia Military Institute from 1964 to 1992. He has been a consultant at Los Alamos National Laboratory and a program officer at the National Science Foundation.

Let’s Get A Move On

Nov. 6

Victory Chef Cook-Off

Dec. 3

Marshall Museum Open House and Cupcake Wars

Jan.–Aug. 2017

The World Wars

Both world wars and the development of Marshall as a world leader

Jan. 19

Dr. Ed Lengel, noted WWI expert, will discuss “Testing the American Way of War: Doughboys in Combat, 1917–1918.”

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

From Rockets to Space Travel

NASA Astronaut Patrick Forrester visited in early August to discuss his space travels as an astronaut and to sign autographs.

The development of rockets during WWII became another race to outdo the enemy. The ferocious V-2 rocket was developed by Germany during WWII. As Germany collapsed at the end of the war, teams from the US, Great Britain and the Soviet Union captured key German manufacturing sites, guided missiles, rockets and jet-powered aircraft.

Wernher von Braun and more than 100 key V-2 personnel surrendered to the Americans. Over time a significant portion of the original V-2 team ended up working for the US Army at the Redstone Arsenal near Huntsville, AL. The Redstone team, led by von Braun, was transferred to NASA on its formation in October 1958. For NASA, this new Marshall Space Flight Center (MSFC), named for George C. Marshall, became the base for the design of Saturn rockets.

“Doctor von Braun is the father of our space program and rocketry. Then in 1946 the Army launched the first reconstructed V2 at White Sands. In 1950 the Army moved its missile development group to Redstone Arsenal in Alabama. That began a series of very successful years of the Army in space,” Forrester said.

Astronaut Pat Forrester is a beneficiary of those early years of rocket science and development. A master Army aviator, Forrester began his NASA career in 1993 as an aerospace engineer. He completed two years of training and evaluation and was selected as mission specialist. He served as a Capsule Communicator (CAPCOM) for three missions in 2001, 2007 and 2009 and has logged more than 950 hours in space, including four spacewalks.

The *Speed and Fury* sequence of the Marshall Legacy Series was presented with sponsorship from L-3 and the Richard & Caroline T. Gwathmey Memorial Trust, Bank of America, N.A., Trustee. Additional funding for the Legacy Series has been provided by the Carnegie Corporation of New York.

MARSHALL PAPERS

Volume Seven Wraps up the Marshall Papers Project

Publication of Volume 7 of *The Papers of George Catlett Marshall* concluded the multi-year, multi-award-winning documentary editing project that details the official written record of one of the most influential Americans of all time. The project was celebrated at the Foundation on June 23 with a gathering of key current and former members of the editorial staff and supporters.

Following the death in late 2007 of Editor Larry I. Bland, Ph.D., who had guided the project through its beginning years and the publication of the first five volumes with assistance from Sharon R. Stevens, the project stumbled for lack of direction. After a national search during the following year, Mark A. Stoler, Ph.D. and Daniel D. Holt were named editor and managing editor, respectively.

Dr. Stoler, who is a distinguished military and diplomatic historian, and now an emeritus member of the history faculty at the Univ. of Vermont, wrote the acclaimed biography *George C. Marshall: Soldier-Statesman of the American Century*. Holt is a retired director of the Eisenhower Presidential Library and Museum and an expert in the period covered in the final volumes of the Marshall Papers.

They were assisted initially by Sharon R. Stevens, who had been working on the Papers from the beginning in the late 1970s, and Anne S. Wells, Joellen K. Bland, and Jeanne Pedersen. With the illness and subsequent death of Stevens in 2013, Anne Wells and Mame Warren became assistant editors then senior assistant editors; Greg Franke started as a research assistant and became assistant editor, and Wesley B. O’Dell and Seth Bullard, who served as research assistants for Vol. 6, and Joanne D. Hartog, who served as research assistant for Vol. 7, completed the final two volumes.

“Marshall is a key figure during many of the world events of the first half of the 20th century. These Papers, now concluded, and the recently begun Marshall Legacy Series that complements the Papers project present Marshall’s greatness



for all to understand and appreciate,” said Dr. Rob Havers, president of the Foundation.

The seventh volume, “*The Man of the Age*,” dated Oct. 1, 1949 to Marshall’s death on Oct. 16, 1959, covers the final years of Marshall’s life when he served as secretary of defense from September 1950 to September 1951 following a year as American Red Cross president and other periods when the so-called retired Marshall was still very active publicly.

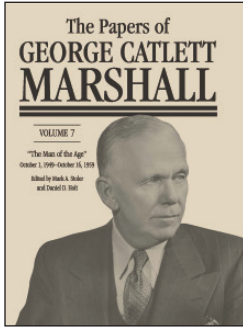
Publication of *The Papers of George Catlett Marshall* has been supported recently by grants from the National Endowment for the Humanities (NEH) and National Historical Publications and Records Commission (NHPRC) and many other generous donors to the project including the Carnegie Corporation of New York, the Andrew Mellon Foundation, the Miller Family Fund, FedEx Corporation, Dr. Scholl Foundation, Furthermore Grants and the J.M. Kaplan Fund, the Ambrose Monell Foundation, BAE Systems, Mark Baruch and the Baruch Family Foundation, Susan and Jack Rudin, May and Samuel Rudin Family Foundation and L.F. “Gerry” and Marguerite Lenfest and the Lenfest Foundation.

See the CSPAN video of the celebration at <https://www.c-span.org/video/?410776-1/george-c-marshall-papers>

Volume 7 and the other volumes can be purchased in the Marshall Museum Shop or online at www.marshallfoundation.org.



Dr. Larry I. Bland



Volume 7 and the other volumes can be purchased in the Marshall Museum Shop or online at www.marshallfoundation.org.



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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.

THE STRATEGIST

FALL 2016

Gen. Richard Cody, USA (Ret.) to Receive Goodpastor Award
Dr. Dik Daso Opens *Speed and Fury* with "Marshall, Arnold and the Creation of American Airpower"
Foundation Celebrates Completion of the Marshall Papers Project
Right: Portion of a mural to be painted in Vancouver, Washington, in tribute to General Marshall

Fall 2016

The Newsletter of the George C. Marshall Foundation

THE U.S. HOUSE OF REPRESENTATIVES DESIGNATES

THE NATIONAL GEORGE C.
MARSHALL
MUSEUM AND LIBRARY



REPRESENTATIVES DESIGNATE THE NATIONAL GEORGE C. MARSHALL MUSEUM AND LIBRARY

Congressman Bob Goodlatte (R-VA) received bipartisan support for a resolution to designate the National George C. Marshall Museum and Library in recognition of the unique position of the Marshall Foundation in protecting, preserving and promoting Marshall's legacy. The measure passed the House in July and is expected to move through the Senate to adoption later this fall.

The passage marks a significant moment for the Foundation. "This Congressional designation provides *de facto* recognition of the role this institution has played in keeping alive the memory and the legacy of one of the greatest Americans of the twentieth century, General George C. Marshall," said President Rob Havers.

Beginning in 1953, with President Truman's support, and, since 1964 with the opening of our permanent facility on the post at VMI, the Marshall Museum and Research Library in Lexington has built a solid record of scholarship and programming to earn this designation. It remains a unique resource and a national treasure: the keeper of the flame of the Marshall legacy.

The national designation also marks the beginning of a new and concerted effort by the Foundation to bring Marshall to life for new generations, across this country and beyond. The completion, in 2016, of the seven-volume documentary editing project, *The Papers of George Catlett Marshall*, a monumental undertaking that spanned thirty-seven years, means that the scholarly record of what he did and how he did it is assured. "Our task now is to build on this achievement and ensure that all Americans know Marshall and have the opportunity to be inspired by his life of selfless service," said Havers.

The George C. Marshall Foundation, when finally recognized by the full Congress as America's National Marshall Museum and Library, is poised to celebrate Marshall's life and legacy with renewed vigor in 2017, the 70th anniversary of the Marshall's history-making address at Harvard that announced the first ideas for European recovery that became known as the Marshall Plan. The challenge remains: to ensure that every American knows exactly who George C. Marshall was, what he did and what his career represents.

INSIDE: LEGACY SERIES, MARSHALL PAPERS AND MORE