



THE
GEORGE C. MARSHALL
FOUNDATION

THE STRATEGIST

Fall 2017

The Newsletter of the George C. Marshall Foundation



From left to right:
Jay Adams, Marshall
Foundation Chairman;
Michael R. Bloomberg,
Henry Kissinger and
Rob Havers, Marshall
Foundation President

BLOOMBERG, KISSINGER HONORED IN JUNE

The Marshall Foundation honored two distinguished Americans at a gala reception and dinner at the Intrepid Sea, Air & Space Museum on June 7 in New York City.

Henry Kissinger received the George C. Marshall Foundation Award for a lifetime dedicated to supporting free enterprise and democracy throughout the globe and for his skilled statesmanship in solving tough problems. Michael R. Bloomberg received the inaugural George C. Marshall Foundation Humanitarian Award for his extraordinary philanthropy and the effects of his generosity on the lives of countless individuals and numerous organizations that have benefitted from his largess.

Walter Isaacson, president and CEO of the Aspen Institute, served as master of ceremonies during the dinner. The event marked the 70th anniversary of Marshall's speech at Harvard in 1947 setting forth his vision to restore the

economies of western Europe leading to the Marshall Plan. German ambassador to the U.S. Peter Wittig delivered remarks regarding the significance of the Marshall Plan on the stability of western Europe. Retired career diplomat Thomas R. Pickering delivered a tribute to Dr. Kissinger, and Carnegie Corporation of New York President Dr. Vartan Gregorian spoke in praise of Mayor Bloomberg.

The event was attended by 360 guests who enjoyed a patriotic opening that included the Virginia Military Institute brass quintet led by Col. John Brodie and the singing of the National Anthem and "God Bless America" by D.C. Washington as well as welcoming remarks from Dr. Rob Havers, Marshall Foundation president, who recalled the first Marshall Foundation Award program occurred on the 50th anniversary of Marshall's famous address.

(Story and photos continued on page four.)

INSIDE: MARSHALL FOUNDATION AWARDS, LEGACY SERIES 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. To find out more about planned giving options, please call Rick Drake to begin the conversation or visit our website.

Greetings from Lexington, Virginia. As you can see from the dramatic front cover illustration, the Marshall Foundation marked the 70th anniversary of George C. Marshall's address at Harvard, birthing what would become known as the Marshall Plan, in appropriate fashion.

On 7th June 2017, at the Intrepid Sea, Air & Space Museum in New York City, the Marshall Foundation presented two significant awards: the Marshall Foundation Award to Henry Kissinger and the Marshall Foundation Humanitarian Award to Michael Bloomberg. You can read, and indeed see, much more about what was a wonderful occasion in the pages of this issue of *The Strategist* as well as on our main Marshall Foundation website. Perhaps the most significant aspect of the evening, however, was the manner in which all the participants conjured up the spirit of General Marshall through their remarks and thoughts about him.

Although the event honored two great American leaders for their contributions across a vast sphere of endeavor and over many years, their speeches of acceptance spoke only to George C. Marshall and what he offered, both in terms of achievement, much of which has stood the test of time but also as a vibrant and contemporary example of selfless service and thoughtfulness about the myriad issues and opportunities facing the modern world. If nothing else, knowledge of Marshall serves as an inspiration for what is pos-

sible and the fact that present day leaders like Dr. Kissinger and Mayor Bloomberg and Ambassador Peter Wittig should make us all think about what we might take away from a better understanding of Marshall's life and times.

This event, then, was a great success and very many thanks to all who attended or supported, *in absentia*. It served to help the wider world remember Marshall and the tumultuous events of 70 years ago but also to underscore the simple fact that there is much to learn from the past and much to be learned from George Catlett Marshall.

The Strategist, Fall 2017

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Telephone: 540-463-7103.

Web site: www.marshallfoundation.org
Editor: Rick Drake, edrake@marshallfoundation.org
Contributors: Rob Havers, Rick Drake, Kelly Nye, Kevin Remington, Elaine Ubina

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FOUNDATION NEWS

General Mark Milley to Receive Andrew J. Goodpaster Award



Gen. Mark Milley, U.S. Army Chief of Staff, will receive the Andrew J. Goodpaster Award from the Marshall Foundation at a luncheon in Washington, DC on December 8. He will be honored for his distinguished career in

the U.S. Army, his many contributions to U.S. defense and his leadership of the U.S. Army at the highest level.

Gen. Milley assumed duty as the 39th Chief of Staff in August 2015 after most recently serving as the commander of U.S. Army Forces Command at Fort Bragg, North Carolina.

A native of Winchester, Massachusetts, Gen. Milley graduated and received his commission from Princeton University in 1980. He has had multiple command and staff positions in eight divisions and Special Forces throughout the last 35 years.

He has served in command and leadership positions from the platoon and operational detachment through Corps and Army Command including the 82nd Airborne Division and the 5th Special Forces Group, the 7th Infantry Division, the 10th Mountain Division, the 2nd Infantry Division in Korea, the Joint Readiness Center, the 25th Infantry Division, the 101st Airborne (Air Assault) and the 1st Cavalry Division and 3rd Infantry Division in Baghdad, Iraq.

While serving as the commanding general, III Corps and Fort Hood, he deployed as the commanding general, International Security Assistance Force Joint Command and deputy commanding general, U.S. Forces–Afghanistan. Additionally, he served on the operations staff of The Joint Staff and as a military assistant to the Secretary of Defense.

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. Learn more, including how to attend, on the website.

News in Brief

A former member of the Board of Trustees, Hon. **Melvin R. Laird**, died in Nov. 2016. The former secretary of defense was 94. A WWII Navy officer he was awarded the Purple Heart for wounds he received in the Pacific....Friend and generous supporter **David Rockefeller** died in March at age 101. He received the Marshall Foundation Award in 1999 for his long-time commitment to international economic development....**Charles W. Payne, Jr., L.F. Payne, Jr., Thomas R. Pickering, Kurt A. Polk** and **Clifford Miller Yonce** completed terms on the Board of Trustees and rotated to the Council of Advisors....President **Rob Havers** talked about Marshall at the Piedmont Driving Club in Atlanta in February. Also he spoke to Lexington Sunrise Rotary Club in July....Trustee **David Hein** gave talks about Marshall to audiences in Oatlands, VA ("The Christian Faith of George Marshall"); Rockville, MD ("George C. Marshall: Ten Commandments") and Baltimore, MD ("General George C. Marshall and American Democracy"). Also Dr. Hein has been working with Marshall staff to renew the dormant **Marshall Foundation Scholars Program** to attract undergraduate scholars from W&L, VMI and SVU to begin this fall....**Natalie Carey** has joined the Museum staff as Visitor Relations Associate....**Alexis Quinn** has joined the Foundation staff as Digital Communications Specialist....Friend and member MAJ **Jason Howk, USA (Ret.)** held the first Giles Leadership Academy focusing on Marshall in Pinehurst, NC in April....All members of the Foundation will receive two issues of the **membership magazine, MARSHALL**, which has become a popular benefit of membership. Membership information is included in this issue of *The Strategist* and can be found on our website also. Annual memberships can be renewed on the anniversary date or earlier.



Foundation President Rob Havers presents L.F. Payne, Jr. a bust of George C. Marshall for his service on the Board of Trustees.



Amb. Thomas Pickering and the Marshall bust he received in appreciation for his service on the Board of Trustees.

MARSHALL FOUNDATION AWARDS

Top to bottom:
Master of Ceremonies
Walter Isaacson. Marshall
Foundation President
Rob Havers, German
Ambassador to the U.S.
Peter Wittig



Bloomberg, Kissinger Receive Marshall Foundation Awards in New York City

Emcee Walter Isaacson welcomed the crowd by saying, “It is particularly important at a time like this that we honor General Marshall and the other wise men of the period when they created all those institutions [the Marshall Plan, the Atlantic Alliance, NATO] with that 11-minute speech 70 years ago that helped [produce] the Bretton Woods agreements, NATO, the United Nations and Radio Free Europe so we could win the battle for the hearts and minds of people around the world.” He said the two honorees, Dr. Kissinger and Mayor Bloomberg, have devoted “their lives, their intellects and their work to the ideals of free men, free women, free markets, and free ideas that were at the heart of what the Marshall Plan sought to preserve.”

German ambassador Peter Wittig said, “The Marshall Plan is still firmly rooted in the collective memory of my home country, Germany. It stands for a helping hand extended

by the U.S. to Germany despite having been responsible for incomparable aggression and destruction in the second world war. What a contrast to the situation after the first world war. Instead of demanding reparations, the U.S. helped us to rebuild our economy. It is still an astonishing fact.” He observed that the Marshall Plan was the basis for closer economic and political cooperation and strong and growing ties across the Atlantic. It created the foundation for the success of the western world after World War II, he said.

When introducing Michael Bloomberg, Dr. Vartan Gregorian framed Mayor Bloomberg’s philanthropy by referring to him as a bridge builder whose altruism has been changing public health, education, the environment, arts and culture, and social services in New York City, in the country and throughout the world, touching the lives of millions.

Mayor Bloomberg commented, “After World War II the Marshall Plan lifted Europe back onto its feet, and as it did, it lifted America as



Clockwise from top left:
Dr. Rob Havers and Mayor Michael Bloomberg talk. Reception guests enjoy the view from the flight deck of the Intrepid. D.C. Washington belted out the "Star Spangled Banner" to open the proceedings. The brass quintet from the Virginia Military Institute, led by Col. John Brodie, played on the flight deck. Dutch Ambassador to the United States Henne Schuur (left) and Dolph Hogewoning, Consul General of the Netherlands in New York.

well....Most importantly of all, the Marshall Plan solidified the pre-eminence of American leadership on the global stage which is a legacy that we still enjoy today and that we must never squander. The challenges now facing the world, from terrorism to climate change, are more complex than ever before, and that makes American leadership more important than ever."

Ambassador Thomas Pickering talked about his relationship with Henry Kissinger whom he characterized as a world star and for whom he worked briefly early on in his career in foreign service. "He was also the most insightful, thoughtful and strategic voice in the room." He said Secretary Kissinger made groundbreaking contributions to U.S foreign policy in the Middle East and with China, Europe and the Soviet Union. He referred to the U.S. opening

MARSHALL FOUNDATION AWARDS

Michael Bloomberg receives the Marshall Foundation Humanitarian Award from Chairman Jay Adams. Vartan Gregorian (below) introduced Mayor Bloomberg.

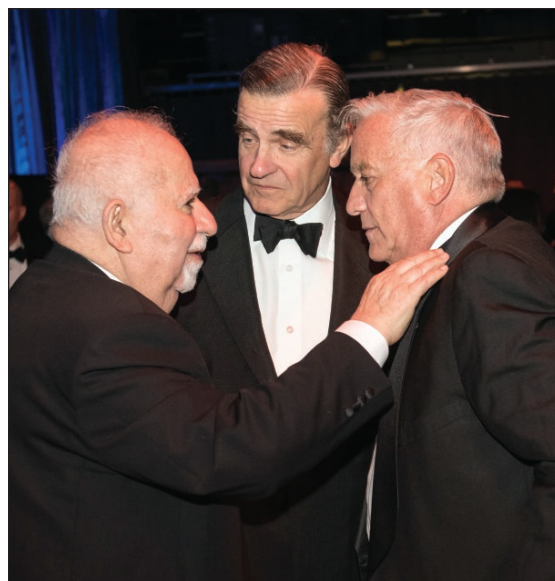


To the right: Dr. Gregorian talks with Walter Isaacson (*right*) and Robert Steel. The awards (Marshall busts) (*above*).

of relations with China as one of his most remarkable achievements.

Secretary Kissinger remarked that Marshall's guiding principle was service, not the fulfillment of personal ambition. Service was its own reward, he said. The Marshall Plan, Dr. Kissinger noted, was a clarion call that signaled America's participation in the construction and the maintenance of world order. "And its quest would be enduring, imbued with the values in whose defense the United States had ended the war." What began as an economic undertaking, evolved into unions that represent fundamental interests for mutual economic cooperation and security.

Dr. Havers concluded the evening by thanking Clifford Miller Yonce and Kurt A. Polk, members of the Foundation's Board of Trustees, who served as co-chairs for the event. They were assisted by Board members John B. Adams, Jr., Board chair; Madison F. Cole, Jr., Board Development chair, and General Richard A. Cody as well as Gregory Robertson and Donald Wilkinson from New York City.



A recording of the event has been posted on our YouTube channel accessible from our website. Photos can be found on our Flickr page that's accessible from our website and from <http://fairfieldcountylook.com/parties/marshall-foundation-benefit/>



Henry Kissinger receives the Marshall Foundation Award from Chairman Jay Adams. Thomas Pickering (*below*) introduced Secretary Kissinger.



Clockwise from left: Ellene Winn, Jim Winn, Jay Adams, Marie Carr and Elizabeth Winn. Jim Winn is a member of the Marshall Foundation Board and General Marshall's step-grandson. Ellene is Jim's sister. Ambassador Thomas Pickering greets Dr. Kissinger. Dinner Committee Co-chairs Kurt Polk (*left*) and Cliff Yonce with Angie Polk and Susan Yonce. Guests of Kappa Alpha Foundation, including Bill Dreyer (*second from left*), of the Marshall Foundation Board. Gen. Marshall was a member of Kappa Alpha Order. Hugh Welsh, CEO of DSM North America (*kneeling*) and other DSM guests.



MARSHALL LEGACY SERIES

Participants in the March “Movin’ the Troops” LEGO competition stand with Dr. Havers (center).

Free attendance at most Legacy Series events is a benefit of membership. Please consider becoming a member and supporting the Foundation in a meaningful, mutually beneficial way.



The George C. Marshall Legacy Series interprets General Marshall’s legacy through a 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. Funding for the Legacy Series has been provided by Carnegie Corporation of New York.



Marshall Myths and Little-known Facts

Addressing the controversy surrounding the Little Black Book that supposedly held the names of Army officers whom General Marshall would later trust with leadership roles in WWII, Paul Barron announced triumphantly, “We have found the Black Book.” He added quickly that even though it exists, it does not contain the names of future general officers as many have speculated. Barron said the real Black Book, contrary to popular belief, was Marshall’s memory.

Drawing on his nine years as a librarian at the Marshall Foundation, Barron shared his views on some of the more popular George C.

Marshall myths and little-known facts during his presentation in March as a part of the year-long sequence, *The World Wars*, that began in January.

Barron discussed Marshall’s reaction to his not being selected by President Franklin D. Roosevelt to lead the invasion of Normandy. Barron said Marshall did not ask for the position of Supreme Allied Commander. “I repeated that I wanted him [Roosevelt] to act in whatever way he felt was in the best interests of the country,” said Marshall. Secretary of War Henry Stimson said later that Marshall’s greatest ambition was to lead the Normandy invasion.

Barron used the myths framework, as well as the American public’s changing perception of Marshall over time, to discuss aspects of Marshall’s life that are not as well known. They included his clear refusal to write his memoirs, his frustrated efforts to improve the country’s military preparedness, and his disinterest in running for political office. To the last point it was Marshall who said, perhaps tongue in cheek, with regard to his political leanings “...my father was a Democrat, my mother a Republican, and I am an Episcopalian.” Barron’s presentation can be viewed on the Foundation’s YouTube channel that is accessible from the website.



Paul Barron



World War II Myths

With myths still wafting in the spring breezes, Legacy Series planners invited three scholars to discuss “Myths of World War II” in April.

Dr. Mark A. Stoler, professor emeritus of history at the University of Vermont and editor of volumes 6 and 7 of *The Papers of George Catlett Marshall*, led the presentation by discussing myths about prewar appeasement and U.S. “isolationism,” Pearl Harbor and U.S. entry into the war, the Grand Alliance and the Anglo-American “Special Relationship,” among others.

There were several consequences of believing these myths, he said. “First, of course, was the Cold War after the Yalta accords broke down. American policy makers viewed Stalin’s actions in 1945-47 through the lens of World War II and thus concluded he was another potential Hitler who should not be appeased in a post-war world because appeasement would only lead to further demands. Stalin believed the U.S. had reversed its wartime cooperative policy and was now threatening him.”

“The belief in these myths led us to ignore the nature and dangers of power and the corruption that comes with power,” he concluded, in part.

Dr. Michael C. C. Adams, Regents Professor of History Emeritus at Northern Kentucky University and author of *The Best War Ever*, analyzed the triumph of the Good War myth in the last years of the 20th century.

He said, “We have this myth that glorifies World War II. It’s called the Good War myth.” Over time that glorification was challenged by veterans who were essentially outraged by the glamorizing of what they have been through. “It seemed to me that if the Good War myth—that we were exceptional, everything we did, worked and we saved the world alone—was not completely triumphant, it was probably stronger in the public mind.” He said he felt that by the end of the century, the Good War myth had indeed triumphed.

Dr. Conrad C. Crane, chief of historical services for the Army Heritage and Education Center at Carlisle Barracks, discussed numerous myths of the air war, the dangers of simple explanations about the defeat of Japan, and the misuse of historical analogies.

“If there is a myth I want to destroy, it is this idea that the war was very carefully planned and very carefully conducted and there wasn’t much contingency going on. There was a lot of contingency. There are a lot of strange things going on. This does not come out the way that everybody thought it would come out. There are a lot of senior leaders in the dark about how things happened,” he said.

The fall issue of *MARSHALL* will contain more content, with an emphasis on Dr. Stoler’s comments, from their presentations. This presentation can be viewed on the Foundation’s YouTube channel that is accessible from the website.



Marshall and FDR

Renowned author and scholar Nigel Hamilton talked about the relationship between President Franklin D. Roosevelt and General George C. Marshall, “Marshall and the President, 1943,” during an evening presentation in May.

Several times in 1943 command of the D-Day invasion of northern France was promised to General George Marshall, its architect and chief advocate. Instead of naming Marshall, President Roosevelt gave the coveted command to General Dwight D. Eisenhower, assuring Ike, not Marshall, would win the highest battle honors of the war, said Hamilton.



Dr. Mark Stoler (left) talked about World War II myths as did Dr. Michael Adams (above) and Dr. Conrad Crane (below).



Upcoming Legacy Events

October 18

Dr. Mark Stoler, discusses “George C. Marshall: Soldier of Peace” as a review of Marshall’s roles in *The World Wars*

October 29

Victory Chef Cook-off: *Cuisine de Casablanca*

November 16

Paint Party: Marshall and the Monuments Men

January 25

Dr. Barry Machado opens the next sequence, *Europe’s Unlikely Recovery*, introducing the Marshall Plan

January 25

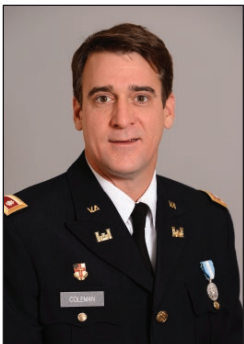
The new exhibition, “Hope for Those Who Need It,” opens in the Lower Gallery

MARSHALL LEGACY SERIES

Marshall and FDR



Dr. Nigel Hamilton



LTC Brad Coleman

Read the fall issue of MARSHALL, our magazine that's mailed to all members, for feature articles on "Marshall and the President, 1943" and "George Marshall and World War II Combat Commanders" written by Legacy Series presenters Nigel Hamilton and Steve Taaffe.



Dr. Hamilton, who has been studying Franklin Roosevelt as U.S. commander in chief in WWII, offered a nuanced perspective on one of the most debated promotions in history. The selection of a supreme commander carried huge and historic implications. Soviet Premier Joseph Stalin said at the Tehran Conference in November 1943 that plans for the invasion meant little without the name of the person to lead it. He sought the identity of the commander.

"Who should it be? Even Stalin, whose forces would mount an equivalent offensive from the East, became fretful at the 'Big Three' Tehran conference in November, predicting Overlord would fail unless the right commander was immediately appointed, in sufficient time to ensure victory.

"Stalin was right—though not for the reasons he imagined. For Franklin Roosevelt, as commander in chief of the armed forces of the United States, the problem was not who to appoint, but how to stop the British from sabotaging the invasion. And to do this, paradoxically, he had needed to hold back on the appointment of its commander to the very last moment.

"Throughout 1943, as I've related in *Commander in Chief: FDR's Battle with Churchill, 1943*, the British prime minister and his military chiefs of staff had fought the President and U.S. Joint Chiefs of Staff,

their supposed coalition partners, rather than the enemy. It was a sorry saga," Hamilton concluded.

Hamilton reasoned that the President was "compelled to mount a counteroffensive against its own ally, using General George Marshall as his weapon, or chess piece, depending on how one views the crisis that enveloped the Allies in the fall of 1943," he said.

Hamilton is an award-winning Anglo-American historian and biographer, currently completing the third volume of his FDR at War trilogy. Dr. Hamilton is best known for *Monty*, his three-volume study of WWII field commander, Field Marshal Bernard Montgomery. He divides his time between Boston, where he is senior fellow in the McCormack Graduate School, University of Massachusetts—Boston, and New Orleans, Louisiana.

Dr. Hamilton's article on the same topic will appear in the fall issue of MARSHALL. This presentation can be viewed on the Foundation's YouTube channel that is accessible from the website.



Marshall and D-Day

A member of the 101st Airborne Division in June 1944, Jim Martin, and VMI Prof. Brad Coleman were set to discuss "General Marshall and Private Martin: Two Perspectives on D-Day" when Martin became ill and could not attend. Professor Coleman proceeded without his counterpart on a Saturday afternoon in June.

Lt. Col. Bradley Coleman, who teaches history at VMI, introduced the topic by saying that Marshall favored the concentration of American power in England, followed by a cross channel invasion in pursuit of a Germany-first strategy. His point of view was countered by the British preference for scattering forces in an indirect approach in north Africa and in the Mediterranean to wear down the Germans.

"Marshall is not involved in the planning of the D-Day operation except in one facet...the employment of airborne forces," Coleman said. Marshall had developed clear ideas that airborne forces should be used decisively as assault



Photo from the D-Day landing, "Into the Jaws of Hell"

troops, not as support forces. "He's pushing for something really bold" that would in effect become the opening of another front in France. Marshall's thinking, however, was not adopted by Eisenhower.

On June 6, 1944, one of the largest amphibious military assaults in history took place on the beaches of Normandy, France. Private Martin was one of the more than 350,000 Allied servicemen who contributed to the operation's success when he landed with the 101st Airborne Division behind Utah Beach in the early hours of June 6th. The audience watched a video interview of his sharing recollections of the landings.

This presentation can be viewed on the Foundation's YouTube channel that is accessible from the website.



Marshall and His Generals

Historian Steve Taaffe talked about "Marshall and His Generals" in July.

No one understood more than General Marshall the adage that an army is no better than its commanders, Taaffe said. Marshall knew that superior logistics, intelligence, training, and resources could not compensate for inadequate leadership.

As the army's chief of staff during World War II, he faced the daunting task of choosing the officers to command the army's army

groups, field armies, and corps. He put considerable thought into the process by evaluating an officer's background, education, age, and especially character before making his selections to lead these large units. "Character was the most important factor that Marshall considered," he explained. Taaffe said Marshall wanted to know how a leader would perform when the situation turned against him and his troops, and he used his evaluation of a man's character, which Taaffe said included honesty, integrity, and selflessness, to determine that.

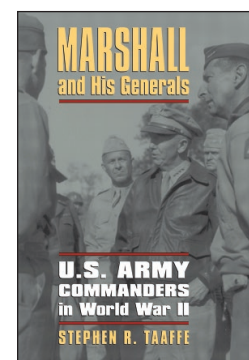
The result for Marshall and the army was a cadre of 38 men who led major combat units across the Pacific and Europe to victory. Although a few of them failed on the battlefield, the success of the vast majority is testimony to Marshall's knack for identifying and assigning talented officers to the appropriate positions. His ability to do so not only contributed enormously to Allied victory but also provided the army's post-war leadership, he added.

Dr. Taaffe teaches history at Stephen F. Austin State Univ. in Nacogdoches, Texas. He has written several books, including three about aspects of World War II. One of those books is *Marshall and His Generals*.

His article on the same topic will appear in the fall issue of MARSHALL. This presentation can be viewed on the Foundation's YouTube channel that is accessible from the website.



Dr. Steve Taaffe



THE STRATEGIST

FALL 2017

Bloomberg, Kissinger Receive
Foundation Awards

Marshall Legacy Series Rolls on
with *The World Wars*

General Mark Milley to Receive
Goodpaster Award

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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.



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