

# Dodona Dispatch



Official Newsletter of



THE GEORGE C. MARSHALL  
INTERNATIONAL CENTER  
*Inspiring Leadership*

## Leadership is Alive and Well

*By Dan Beckett,  
Director of  
Institutional  
Advancement*

While the Marshall Center rightly spends its time and energy sharing the powerful story of George C. Marshall and his impressive leadership legacy, we are incredibly fortunate to see examples of positive leadership all around us.

It starts with our Board of Directors, led by its new Chairman Tom Greenspon. This small group of accomplished professionals and leaders in their own spheres takes on the tough tasks of setting the strategy and direction of our work; ensuring the fiscal health of the organization; and providing guidance to our staff and volunteers.

Our staff members are leaders in their own right,



Valérie Beaudoin & Buzz Baker

managing the operation of the Marshall Center and ensuring excellence and accountability in all we do. Executive Director Valérie Beaudoin and her team (especially Buzz Baker) lead by example, routinely turning from key tasks like managing the budget to picking up a stray piece of trash blown by the wind off of E. Market St.

The volunteers who regularly step up to host tours of Dodona Manor, tend the grounds and garden, and repair or replace items across the property lead as well. This impressive group of faithful stewards includes

business executives, distinguished military veterans, community leaders and more. They are the glue that holds the Marshall Center together. Finally, our members and supporters lead in the most powerful way – making it all possible with their generosity. They provide the fuel

that keeps our engine running. By carefully stewarding these resources, the Marshall Center team is better positioned to educate and inspire the leaders of today and tomorrow to live out General Marshall’s enduring example of ethical leadership, based on the pillars of Selfless Service, Unwavering Integrity and Visionary Leadership.

The example set by General Marshall is our North Star, keeping us on track and moving forward to share his legacy and example. Leadership is alive and well right here in Leesburg. ★



THE GEORGE C. MARSHALL  
INTERNATIONAL CENTER  
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**2023 BOARD OF DIRECTORS**

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# A LEADER for all times

*On the 75th anniversary of President Truman signing the European Recovery Program into law on April 3, 1948, we asked our Marshall Historian to reflect on the leadership legacy of the Marshall Plan's namesake.*

Despite wielding considerable power as a high-ranking general, George C. Marshall was never tempted to abuse it. He clearly understood a fundamental concept of power in a federal republic: our nation's military is subject to the authority of an elected civilian chosen by the people, and that even in a time of war or great crisis, this system must direct the activities of the country.

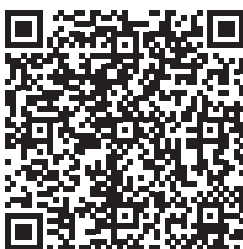
As Secretary of State, Marshall helped conceive of and sell the European Recovery Program – the Marshall Plan. This 1948-51 American initiative embodied the best of the country's values and spirit. Gaining support for the legislation that created the program was not an easy task. We were a nation with isolationist tendencies, reeling from participation in the most destructive war of all time.

Yet Marshall persuaded the citizenry that, despite the sacrifices of World War II, they could and should embrace an enlightened reconstruction of Europe. Most historians agree that it was Marshall's moral stature that was the greatest selling point of the plan. For this achievement he was awarded the Nobel Peace Prize in 1953.

Marshall's sense of duty to his country kept him in service to it long after he wished to retire to his home in Leesburg. Even after his duty as Secretary of State, he acted as president of the American Red Cross and answered President Truman's call to become Secretary of Defense during the Korean War, before finally retiring in 1951. Regarding Marshall's leadership, Lt. Col. David Saltman wrote that "among his greatest assets were his high standards, his integrity. . . self-control, exceptional patriotism and profound humility."

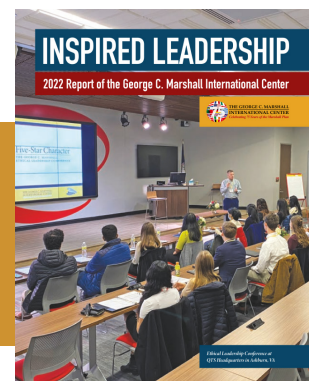
*Rachel Yarnall Thompson*

**Rachel Thompson**  
Marshall Historian



## Check out the Marshall Center's 2022 Impact Report

Scan the QR code with the photo app on your phone.





# Museum Plans Move Forward



The Marshall Center has made progress in its first-ever major new building project – a museum addition to provide space for our educational programs, improve the visitor experience, host exhibitions and give our staff adequate workspace.

An archeological team recently completed a survey of the planned construction area to ensure no historically significant items would be disturbed. Their findings confirmed that the project could move forward. Additionally, the project architect has provided preliminary drawings of the facility. While these are subject to change, they offer a wonderful visual representation of what is possible.

As a result of the construction of the new facility, the Marshall Center will be able to reduce unnecessary wear and tear on Dodona Manor; leverage technology to boost our educational programs; and support increased learning, historical research and exhibit preparation.

The plan remains to break ground by the end of 2023, with construction to follow. Stay tuned for more details on this exciting project in coming months, and please email us at [museum@georgemarshall.org](mailto:museum@georgemarshall.org) if you would like to learn more or contribute to the construction of the facility. ★

## National Park Service Progress Update

We are pleased to report that the Marshall Center has taken the next step toward affiliation with the National Park Service (NPS), which has issued a preliminary assessment that Dodona Manor would be appropriate for designation as an “affiliated area.” This assessment is based on the house’s historic significance and the diligent level care it receives.

“Affiliated areas” are owned and operated by organizations with a formal relationship with the NPS. Via this partnership, we would gain access to technical resources, preservation expertise and branded graphics. This preliminary assessment is based on a NPS reconnaissance survey prepared at the request of Rep. Jennifer Wexton, Sen. Mark R. Warner and Sen. Tim Kaine. Stay tuned for updates! ★

## DIGGING AT Dodona

In the cold of early January, archaeologists visited Dodona Manor to carefully excavate three sites around the property. Their purpose was to check the proposed ground area of the new museum for any possible historically significant artifacts.

Three holes were dug, each two feet down, and the contents of the ground were sifted. Findings included shards of pottery, nails and pieces of brick. The final report concluded that the ground did not contain any areas requiring preservation and the building site was cleared for the next phase. ★



# 2023 AWARD GALA: *A Magical Evening!*

The 2023 George C. Marshall Award Gala was a true delight - an evening full of glamour, laughter and generosity. Attendees enjoyed a delicious dinner, a captivating keynote, the presentation of the annual George C. Marshall Award in Ethical Leadership, a message from Dr. Gates and entertainment, all while networking and supporting the Marshall Center.

A beautiful spring evening greeted guests as they arrived at the Army Navy Country Club, making the outdoor welcome reception a true delight. Master of Ceremonies Mark Hall of DC News Now kicked the program off by introducing the George C. Marshall High School Clarinet Ensemble, who

performed a beautiful rendition of the national anthem. In a special message, His Excellency André Haspels, Ambassador of the Kingdom of the Netherlands, discussed the deep and lasting impact of the Marshall Plan on his family and his country.

Following a fabulous dinner, keynote speaker Joseph D. Kernan, Vice Admiral (U.S. Navy, Ret.) delivered compelling remarks on the indispensable value of principled, selfless service and the importance of the Marshall Center's commitment to instilling these timeless values in young people through its ethical leadership program.

Following Kernan's remarks, Marshall Center

Board Chairman Tom Greenspon presented the second annual George C. Marshall Award in Ethical Leadership to Dr. Robert Gates, the 22nd Secretary of Defense (2006-2011). Greenspon praised Gates as "...one of the rare public servants today who is talked about with the same kind of respect and trust that George Marshall inspired."

Addressing the gathering via video, Dr. Gates thanked the Marshall Center for the honor and

remarked that, "The work of the George C. Marshall International Center is invaluable. Everywhere we turn, we see a critical need for values, discipline and perseverance in our leaders - a special combination that General Marshall embodied."



Keynote Speaker Joseph D. Kernan

The evening concluded with a spirited live auction over dessert and wine. Guests bid on prizes including a private flight to the Eastern Shore, a weeklong stay in a Vermont ski house, a private dinner at Dodona Manor and a weekend getaway at the historic Greenbrier Resort.

All proceeds from the annual Award Gala support our mission of bringing to life the timeless values of selfless service and unwavering integrity to develop visionary leaders worldwide. A big thank you to our generous supporters and sponsors for making this wonderful evening possible!★





## Dr. Robert Gates Receives Marshall Center's Ethical Leadership Award

The George C. Marshall Award in Ethical Leadership is presented to one recipient each year who embodies the principles of selfless service, unwavering integrity and visionary leadership that characterized the life and example of its namesake. Col. Greg Gadson (U.S. Army, Ret.) was honored with the Marshall Center's inaugural ethical leadership award in 2022.



"Through decades of faithful service to our nation, Dr. Robert Gates has demonstrated that character and effectiveness go hand in hand," said Marshall Center Chairman Thomas Greenspon. "We are proud to confer our second annual George C. Marshall Award in Ethical Leadership to a man who has lived up to General Marshall's standards and served our country with honor."

"I am honored and deeply grateful for this award," said Dr. Robert Gates. "General Marshall was the gold standard for ethical and effective leadership, and it's certainly a privilege to be associated with his legacy."

"It was with great pride that as Secretary of Defense I had his portrait placed on the wall behind my desk – a constant reminder of what ethical and dedicated service looked like," Gates continued.

Robert Gates served as the 22nd secretary of defense (2006-2011). Dr. Gates served eight U.S. presidents across both parties. On Gates's last day in office, President Barack Obama awarded him the Presidential Medal of Freedom, America's highest civilian honor. ★



MARK YOUR CALENDARS FOR THE 2024 AWARD GALA

*April 12, 2024*



# Board Member PROFILE



**Lt. Gen. Bruce Crawford**  
(U.S. Army, Retired)

Lieutenant General (U.S. Army, Retired) Bruce T. Crawford is an inspired thought leader of character with over 36 years of leadership, executive management, national security, digital transformation and cybersecurity experience. During his 34 years of military service, Bruce served in a variety of key positions at the operational, strategic and tactical levels in every major theater of operations, including Europe, the Pacific and Southwest Asia. After retiring from the Army in October 2020, Bruce joined Jacobs Engineering as the Senior Vice President for Strategic Development with responsibility for growth and sales in the firm's Critical

Mission Solutions line of business. In his most recent role as Chief of Innovation, he was chair of the Digital Advisory Group and director of the Digital Center of Excellence, with responsibility for leading the company's global digital transformation and innovation initiatives thorough January of 2023.

### ***Why did you choose to join the Marshall Center Board?***

Among my many passions is inspiring people to be better than they ever thought they could be. After transitioning from the military with 34 years of service, one of my personal goals was to seek out an opportunity to continue making an enduring material difference in the lives of others. Upon hearing of the George C. Marshall International Center's history, purpose and long-term objectives from a mentor Lieutenant General (U.S. Army, Retired) Susan Lawrence and then Board Chair Steve Chapin, I felt a connection to not only the Board's purpose but also the opportunity to make a difference. As I reflect on the last two years as a George C. Marshall International Center Board Director, I have also found this relationship to have been a great culture match, oriented on service to communities not only here in Loudoun County, but also nationwide.

### ***How is Marshall's legacy is still relevant today?***

Given the strategic challenges and complexities that we as a nation face, one could argue that the teachings of General Marshall are needed today more than any other time in this great nation's storied history. I don't have all of the answers but my instincts tell me that the principles of selfless service, unwavering integrity and visionary leadership will be critical enablers, as we look to inspire, empower and mentor our next greatest generation of leaders. ★

# Volunteer PROFILE



**Jacqueline Ellis**

Jackie Ellis has been volunteering her considerable gardening services at Dodona Manor for 17 years. She found her way to caretaking the grounds of General Marshall's home through one of her clients, Eeda Dennis, who worked closely with B. Powell Harrison on the restoration of Dodona and is a former board member. In 2006, Mrs. Dennis recommended Jackie to board member Fred Morefield, who was looking for someone to pour much needed love and care into the neglected rose and vegetable gardens George and Katherine Marshall were so passionate about. And as it turns out, Jackie was perfect for the task.

### ***When you were asked to work on the Dodona gardens, what happened?***

Of course I said yes. The opportunity to start from scratch? You bet! With a very generous grant from Burpee Seed, the Marshall Center was able to buy tools, materials and hire a gardener (me!) to start a vegetable garden at Dodona. The Rust family grant also made it possible to bring Katherine Marshall's rose garden back to life.

### ***What is your favorite part of the work you do on the grounds at Dodona?***

My favorite area is the vegetable garden. I really enjoy growing things and every season is different. All the produce we grow goes back to the community in donations to Loudoun Hunger Relief. I also enjoy the camaraderie among the volunteers. We learn so much from each other.

Sometimes it comes as a surprise that 17 years have gone by. I have been privileged to witness the changes Dodona has been through as it has become the special place it is.

This spring is especially beautiful. As the landscape matures it will become more so. The gardens, a beautiful green oasis, and the story of George Marshall are important to the history and future of Leesburg. ★



# Young Leaders Step Up

## *Future Leaders Embrace Marshall's Example and Values at Winter Ethical Leadership Conference*

This February, it was our pleasure to host 11 high school students for the winter edition of **Five-Star Character: The George C. Marshall Ethical Leadership Conference** in Leesburg, VA. The bright and energetic group – which included our first trio of students from George C. Marshall High School in Falls Church – dove in and made the most of this unique, two-day, interactive learning experience.

Day one of the conference kicked off with a welcome reception and dinner at Dodona Manor. Ethical Leadership Director Pete Janhunen welcomed students and families; Marshall Historian Rachel Thompson introduced General Marshall via an engaging history lesson; and Board Chairman Tom Greenspon reflected on his military service and experience as a frontline leader.

On day two, students engaged in exercises designed to help them shape their approach to leadership and decision-making, drawing on the life of one of the most impactful leaders in American history.

In breakout sessions, participants workshopped challenging ethical decision-making scenarios, presented their conclusions to the full group and engaged in a lively Q & A. The conference also included a panel discussion featuring Aparna Madireddi, Vice President of Marketing & Sales for Arvasoft LLC, and Lieutenant Colonel (U.S. Army, Retired) Joel Levesque, the Chief Financial Officer of Army Emergency Relief, who shared their experiences as leaders and lessons in ethics from their professional journeys.

We recently heard from an ELC alumna, who shared her perspective on what the conference has meant to her:

***“One of the most impactful takeaways that I had from the conference is that an effective leader is not always the loudest voice in the room; rather, what makes an effective leader is selflessness dedication, and conviction in their beliefs.”***

Sahana Sreeram, Winter '23 ELC Alum

Stay tuned for information on the fall edition of Five-Star Character! Interested students and families can learn more at [georgemarshall.org/elc](http://georgemarshall.org/elc). ★



Students listen to the lunchtime panel discussion



Students from George C. Marshall High School



Custom sneakers sported by a student





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# Visit Us

## Interior, Docent-Led House Tours

FRIDAY, SATURDAY & SUNDAY  
Visit our website for hours

Tours begin every half-hour

For group and weekday private  
tours please call:  
703-777-1301

## Join us for OFF DUTY



Off Duty is an outdoor speaker series hosted by the George C. Marshall International Center. Each event features a speaker discussing a topic that touches on history adjacent to George C. Marshall and the times in which he lived. The events run around 90 minutes with light refreshments and opportunities for networking before and after the discussion. For full details, visit: [georgecmarshall.org/events](http://georgecmarshall.org/events)

**May 17: Roger Hockenberry**

The Rise of a Purely Digital Nation State

**June 21: Brinton Rowdybush**

1947 – When the U.S. Took on Post-War Leadership

**July 19: Bob Holcomb**

The Challenger Space Shuttle: What Was Learned

**September 21: David Robarge**

The Soldier-Statesman in the Secret World



## 19th Annual VETERANS DAY COMMEMORATION

November 11, 2023 • 10:30 A.M.

Dodona Manor • Leesburg, V.A.

Cohosted by the Town of Leesburg, Loudoun County and the Marshall Center