

Originally Processed With FOIA(s):

S

FOIA Number:

S

FOIA MARKER

This is not a textual record. This is used as an administrative marker by the George Bush Presidential Library Staff.

Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Speechwriting, White House Office of
Series: Speech File Backup Files
Subseries: Chron File, 1989-1993

OA/ID Number: 13772
Folder ID Number: 13772-008

Folder Title:
Marshall Hall Dedication 9/27/91 [OA 8329][1]

Stack:	Row:	Section:	Shelf:	Position:
G	26	21	6	4

September 26, 1991

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAVID DEMAREST
TONY SNOW

FROM: CHRISTINA MARTIN

SUBJECT: MARSHALL HALL DEDICATION REMARKS

On Friday, September 27, you will deliver remarks to an audience of 2000 at the dedication ceremony of Marshall Hall at Ft. McNair. Admiral Jack Baldwin, General Brent Scowcroft, and General Colin Powell are expected to attend. The audience is primarily composed of members of the military.

Your remarks (approximately 6 minutes/cards) acknowledge General George Marshall's accomplishments, and pay tribute the National Defense University's role in Operation Desert Storm.

~~DRAT~~
FINAL
OK!

1 PEGGY IN ADVANCE

MARSHALL

9/23/91
10:45a

OUTSIDE

UNVEILING

NO TELEPROMPTER

Walkie changed from
9:55 to 1pm

JB

Per ~~XXXX~~ Keri Douglas
(7560)

diarist

last time Porus

jogged @ Ft. McNair

@ Noon

5:45

Aug. 5, 1991

9/24/91

There will be a walk through for the Dedication Ceremony at Ft. McNair on Tuesday, Sept. 24, leaving the West Basement at 10:00 am

Ft. McNair:

Lead: Chris Molineaux

Trip Coordinator: Peggy Hazelrigg

Press: TBD

Bunton

changed to 1:55
We on West EXEC at 9:55A C.

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

September 27, 1991

REMARKS BY THE PRESIDENT
AT DEDICATION OF MARSHALL HALL,
NATIONAL DEFENSE UNIVERSITY

Marshall Hall
Fort McNair, Virginia

1:42 P.M. EDT

THE PRESIDENT: Thank you, Admiral Baldwin. They have a nice informal way when you jog here at Ft. McNair. I think it was last year when I was jogging around the place, suddenly a manhole opened up and a plumber who also doubles as Santa Claus at the White House -- he's called Red -- those around here probably know him -- yells, "Hi, George, how you doing." (Laughter.) And it made me feel right at home. And I would thank all those who put up with that.

But we're here today for more serious matters. And may I say how pleased I am that General Powell and General Scowcroft came down with me from the White House for this. I want to salute our Secretary of the Air Force and other distinguished Defense Department officials here with us today. General Reimer, the Vice Chief of Staff for the Army. And I see Ambassador Perkins and Judge Sessions here. And we have a most distinguished turnout for a wonderful event.

May I thank Colonel Geller for that invocation. And most importantly, I guess, is for Barbara and I to join Admiral Baldwin in saying how pleased we are that Mrs. Winn, General Marshall's step-daughter, could be here for this very special event.

I am pleased to be here. What a beautiful afternoon to dedicate this building, Marshall Hall. I can think of few people more deserving of this honor than General George Marshall. He's been described as "a citizen of the world; a soldier, orator, author and statesman." In keeping with this marvelous list of talents, he had an inspiring vision of the future. He understood the imperative of standing firm against aggression.

The world learned that lesson recently, once again, during Operation Desert Storm. And our forces demonstrated the power and promise of a military that has been trained to carry out its mission, and leadership that can devise a strategy capable of winning without unnecessary bloodshed. And may I once again salute General Colin Powell, General Schwarzkopf, and all of you who helped in the planning of this magnificent operation and in its execution. And that means every man and woman, whatever they were doing in our marvelous Armed Forces today. Most important, on this last one, our Armed forces were sustained by the support, the steadfast support, of the American people. And a large share of the credit for our victory belongs right here, actually. From your ranks have come the brigade, the division and the corps commanders who led us to a swift, decisive victory that many considered impossible.

I am grateful to scholars from this institution, like Ambassador David Newton, the International Affairs Advisor to the National War College; specialists such as Doctor O'Neill -- Doctor Bard O'Neill, and Phebe Marr who provided insightful information to me.

And your mission here at the National Defense University was really best defined by a distinguished graduate of this

MORF.

institution, President Eisenhower. He said, "Our liberties rest with our peoples, upon the scope and depth of their understanding of the nation's spiritual, political, military and economic realities." And then Ike went on: "It is the high mission of the Industrial College of the Armed Forces to develop such understanding among our people and their military and civilian leaders."

The college Ike attended remains a cornerstone of your great university, And while your structure has changed over the years, your work continues to make a direct and lasting contribution to the preservation of peace. For here you craft the strategies that will help this nation respond to the global challenges of tomorrow.

In our new world, lasting peace requires cooperation from allies dedicated to the values of liberty. Allies such as Colonel Ghassan Bashiramer of Saudi Arabia, Colonel Hee Wook Yoon of Korea, Commodore Antonio Bruno of Argentina, just to name a few of the International Fellows being trained right here. Cooperation can make a fragile peace strong and a temporary peace permanent. And we are committed to a lasting, prosperous peace.

As we enter the 1990s, the United States will reshape its military to meet a changing international environment, one that potentially may be safer, but one that surely will have its share of uncertainties and dangers. We need a smaller, more agile, more flexible active force -- one ready to meet likely contingencies worldwide. The events in the Persian Gulf, Eastern Europe and, yes, in the Soviet Union have changed our strategic defense requirements. Still, military challenges to democracy persist in every hemisphere. America must always be prepared to defend our hard-won freedoms and safeguard our own national security.

But the new world we've entered means changes in our national security strategy. Tonight, I will talk to the American people -- will discuss -- on this subject -- and will discuss what this means for our nuclear weapons program. In seizing the historic opportunity before us, we will advance the cause of world peace, and we will advance the cause of international security.

We draw our strength as a nation -- moral and intellectual, economic and military -- from the values of freedom, democracy and justice. But any nation is only the sum of the men and women who believe in it. In the words of General MacArthur, "Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory." That spirit guides the dedicated men and women of the National Defense University.

Through all of the radical changes that we've witnessed in the recent past, as well as the growing international interdependence, the world needs American leadership. I hear it over and over again from leaders around the world: The world is looking to the United States of America. Clearly, today's decisions will determine whether we as a nation are prepared for tomorrow. And that challenge and the mandate for leadership will fall on your shoulders.

Barbara and I congratulate each and every one of you on your professional achievements and your personal commitment to the defense of this great nation. I am very honored that they asked me to come here today with Barbara to join in this dedication.

Thank you all, and may God bless the United States of America. Thank you very, very much. (Applause.)

END

1:50 P.M. EDT

Martin\Bunton
Sept. 25, 1991
FTRMCN.TS
Draft Three

PRESIDENTIAL REMARKS: MARSHALL HALL DEDICATION
FORT MCNAIR
FRIDAY, SEPT. 27, 1991
1:30 P.M.

*No/Chris
Muirant*

Secretary Cheney. General Scowcroft. Vice Admiral and Mrs.
[Jack and Leslie] Baldwin. John Shannon, Undersecretary of the
Army. Dan Howard, Undersecretary of the Navy. Don Rice,
Secretary of the Air Force. General [Colin] Powell, Chairman of
the Joint Chiefs of Staff. General [Tony] McPeak, Chief of Staff
U.S. Air Force. General [Denny] Reimer, Vice Chief of Staff U.S.
Army. Col. [Selwyn or Sel] Geller. Chaplain, thank you for that
moving invocation. And most importantly, Barbara and I are very
pleased that Mrs. [Molly] Winn, General Marshall's step-daughter,
could be here for this special event. Ladies and Gentlemen.

[[If my mind seems to wander during these remarks, it's
because the parade field is distracting me. A quick game of golf
doesn't sound half bad right now. Perhaps the architects who did
such a marvelous job on this building, could help me construct a
new swing.]]

Barbara and I are pleased to join you on such a great
afternoon to dedicate this building -- Marshall Hall. I can
think of few people more deserving of this honor than General
George Marshall. He has been described as "A citizen of the
world . . . a soldier, orator, author, and statesman." In

keeping with this marvelous list of talents, he had an inspiring vision of the future. He understood the imperative of standing firm against aggression.

The world learned that lesson once again during Operation Desert Storm. Our forces demonstrated the power and promise of a military that has been trained to carry out its mission, and leadership that can devise a strategy capable of winning without unnecessary bloodshed. And, most important, our armed forces were sustained by the support of the American people. A large share of the credit for our victory belongs right here: From your ranks have come the Brigade, Division and Corps Commanders who led us to a swift, decisive victory many considered impossible.

I am grateful to scholars from this institution as well -- like Ambassador David Newton, International Affairs Advisor to the National War College, and specialists such as Doctors Bard O'Neill and Phebe Marr who provided insightful information for me.

Your mission here at the National Defense University was best defined by a distinguished graduate of this institution, President Eisenhower. He said: "Our liberties rest with our peoples, upon the scope and depth of their understanding of the Nation's spiritual, political, military and economic realities." Ike went on: "It is the high mission of the Industrial College of the Armed Forces to develop such understanding among our people and their military and civilian leaders."

Mrs. Acar

9/27/91 @ 11:35 AM

Adm Col's Office 475-0861
1947

Alice Bellamy, Sec. of NDU Int'l Fellows
9/27/91 11:55A

3 475-1473/4 NDU INT'L FELLOWS

The college Ike attended remains a cornerstone of your great university, and while your structure has changed over the years, your work continues to make a direct and lasting contribution to the preservation of peace. For here you craft the strategies that will help this nation respond to the global challenges of tomorrow.

In our new world, lasting peace requires cooperation from allies dedicated to the values of liberty. Allies such as: Colonel Ghassan Bashiramer of Saudi Arabia, Lt. Colonel Hee Wook Yoon of Korea, and Colonel Antonio Bruno of Argentina to name a few of the (International Fellows) being trained right here. Cooperation can make a fragile peace strong // and a temporary peace permanent. And we are committed to a lasting, prosperous peace.

As we enter the 1990's, the United States will reshape its military to meet a changing international environment, one that potentially may be safer; but one that surely will have its share of uncertainties and dangers. We need a smaller, more agile, more flexible active force -- one ready to meet likely contingencies worldwide. The events in the Persian Gulf, Eastern Europe, and in the Soviet Union have changed our strategic defense requirements. Still, military challenges to democracy persist in every hemisphere. America must always be prepared to defend our hard-won freedoms and safeguard our national security. But the new world we've entered means changes in our national security strategy.

Commodore Bruno
Account to Alice
Bellamy and
Col. Baa-shear

Baa-shon Baa-shear
Colonel Ghassan Bashiramer
✓ Commodore

Lt. Colonel Hee Wook Yoon

monitored by
Col. account to

ing

Tonight, in a major address from the Oval Office, I will discuss what this means for our nuclear weapons programs. In seizing the historic opportunity before us, we will advance the cause of world peace -- and international security.

We draw our strength as a nation -- moral and intellectual, economic and military -- from the values of freedom, democracy and justice. But any nation is only the sum of the men and women who believe in it. In the words of General MacArthur: "Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory." That spirit guides the dedicated men and women of the National Defense University. Through all of the radical changes we have witnessed in ^{the} recent past, as well as ^{the} growing international interdependence, the world needs American leadership. Clearly, today's decisions will determine whether we as a nation are prepared for tomorrow. That challenge and the mandate for leadership will fall on your shoulders.

Barbara and I congratulate each of you on your professional achievements and your personal commitment to the defense of this great Nation. Thank you, and may God bless you and the United States of America.

#

DAIS GUESTS

THE PRESIDENT

MRS. BUSH

✓ THE HONORABLE RICHARD B. CHENEY (DICK)
SECRETARY OF DEFENSE✓ THE HONORABLE BRENT SCOWCROFT (BRENT),
ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY AFFAIRSHOSTS:✓ VICE ADMIRAL J. A. BALDWIN (JACK)
PRESIDENT, NATIONAL DEFENSE UNIVERSITY
AND MRS. BALDWIN (LESLIE)✓ THE HONORABLE JOHN W. SHANNON (JOHN)
✓ UNDER SECRETARY OF THE ARMYTHE HONORABLE J. DANIEL HOWARD (DAN)
UNDER SECRETARY OF THE NAVY✓ THE HONORABLE DONALD B. RICE (DON)
✓ SECRETARY OF THE AIR FORCE✓ GENERAL COLIN POWELL, USA (COLIN)
✓ CHAIRMAN, JOINT CHIEFS OF STAFF✓ GENERAL MERRILL A. MCPEAK, USAF (TONY)
✓ CHIEF OF STAFF, UNITED STATES AIR FORCE✓ GENERAL DENNIS J. REIMER, USA (DENNY)
✓ VICE CHIEF OF STAFF, UNITED STATES ARMY✓ CHAPLAIN (COLONEL) SELWYN GELLER, USAF (SEL)
✓ CHAPLAIN, NATIONAL DEFENSE UNIVERSITY✓ MRS. MOLLY B. WINN (MOLLY)
✓ STEPDAUGHTER OF GENERAL GEORGE C. MARSHALL
AND HIS CLOSEST LIVING RELATIVE

MARSHALL HALL DEDICATION CEREMONY, 27 SEPTEMBER 1991, FORT MCNAIR
REVISED DAIS SEATING AS OF 1830, 26 SEPTEMBER 1991

AUDIENCE

Marshall
Portrait

PODIUM

SECY Cheney VADM Baldwin The President

Mrs. Baldwin Mrs. Bush Mrs. Winn

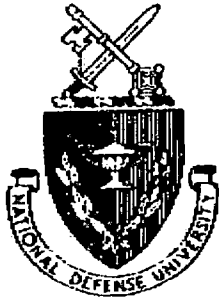
GEN Powell GEN Scowcroft USSS

Dr. Rice USSS Mr. Shannon

GEN Reimer GEN McPeak

Mr. Howard CH Geller

COLORS



NATIONAL DEFENSE UNIVERSITY

FACSIMILE TRANSMISSION HEADER SHEET

COMMAND		NAME OFFICE SYMBOL	TELEPHONE NUMBER	AUTHORIZED RELEASER'S SIGNATURE		
FROM: NDU		CS-P COL KOPJEWSKI	202-475-0861 FAX: 202-475-0724	<i>Paul E. Kopyewski</i>		
TO:		FOR MS JEANNIE BUNTON	456-6218	DATE - TIME 27	MONTH Sept	YEAR 91
CLASSIFICATION UNCLAS <i>UNCLAS</i>	NO. PAGES 3	PRECEDENCE ROUTINE				
SPACE BELOW FOR COMMUNICATIONS CENTER USE ONLY						

945662161# 1
2024/50724
7:54
9-27-91
SENI BY XEROX RECODIER 7020

THE WHITE HOUSE
WASHINGTON

Walt's report card
blurbs

From Dan /
Pau Nelson

- Ft. McNair DEDICATION -

Per. Michael Hanpeter

9/26/91

3:50p

ON STAGE

GEN. SCOWCROFT

Adm.: Mrs Baldwin Jack / Leslie

Mrs. Winn - Stepdaughter (Molly)

POTUS / FLORUS

row 1

GEN. POWELL (COLN)

GEN. TONY MCPHEAK Chief of Staff Air Force

GEN. REIMER - Vice Chief of Staff Army

Sec. of Air Force Dr. Rice

DAN HOWARD UNDERSEC OF NAVY

MR. SHANNON UNDERSEC Army

CHAPLAIN SEL GELLER

row 2

AUDIENCE

distinguished guests, faculty, staff, students,
friends of NDU

400 VIPS -



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON, D.C. 20319-6000

REPLY TO
ATTENTION OF:
NDU-UPP/Mr. Michael Hanpeter
FAX 475-0724

Ms. Christina Martin
Communications Office
The White House
Washington, D.C. 20500

Dear Christina:

It was a pleasure talking with you yesterday. All of us at the National Defense University are looking forward to the President's participation in the Marshall Hall dedication ceremony on Friday, September 27.

Per our conversation, I am providing you information arranged as follows:

- History of Fort McNair
- Mission and organization of the National Defense University
- List of several prominent National War College and Industrial College of the Armed Forces graduates
- National Defense University involvement in "Desert Storm"
- The significance of Marshall Hall

I. HISTORY OF FORT MCNAIR:

Fort McNair is celebrating its 200th anniversary this year. The post is second only to the United States Military Academy as the oldest military installation in continuous use in the United States. Among the more infamous events which have occurred at the post, were the trial and execution of four conspirators involved in the assassination of President Lincoln in July 1865.

In February 1903, President Theodore Roosevelt laid the cornerstone of the building which was first to house the Army War College, and from 1946 on, the National War College. The building was officially named Roosevelt Hall in 1979.

In September 1960, President Eisenhower dedicated the building which is the home of the Industrial College of the Armed Forces, known since 1979 as Eisenhower Hall.

In January 1977, President Ford presided at the ceremony establishing the National Defense University.

The installation has been called Fort McNair since 1948, having been named for one of General Marshall's World War II leaders, Lieutenant General Lesley J. McNair, killed in France in 1944.

II. MISSION AND ORGANIZATION OF THE NATIONAL DEFENSE UNIVERSITY

The National Defense University, an educational and research institution under the Chairman, Joint Chiefs of Staff, is the country's preeminent joint professional military education center. Its mission is to educate senior military officers (Army, Air Force and Marine colonels and lieutenant colonels, and Navy and Coast Guard captains and commanders) and civilian officials from the Executive Departments and Agencies, in national strategy, national security policy, and resource management. The second part of the mission is to conduct research and policy analysis for the Secretary of Defense, the Chairman JCS and senior military commanders. In addition to the American students here, who number about 400, there are also 11 senior officers from foreign countries, International Fellows, who attend the National War College and the Industrial College of the Armed Forces, the two senior Colleges which comprise the National Defense University. A list of the International Fellows is attached.

What makes the National Defense University unique among the institutions of professional military education is its "joint" character; i.e., students and faculty from the several services, as well as civilian officials, working and studying together for a year. When the National War College and the Industrial College of the Armed Forces were established in 1946, senior State Department officials joined their service counterparts among the leadership and student bodies of the two schools. George Kennan lectured at the National War College, for example, during the academic year 1946-47.

The President of NDU is a three-star officer; the Vice President, a Foreign Service Officer in the rank of Ambassador. Each of the two senior Colleges also has an Ambassador as an International Affairs Advisor to the two-star Commandants.

If you would like more detail on the curricula, organization, leadership, mission, etc., please let me know.

III. PROMINENT GRADUATES

President Eisenhower was a graduate of both the Army War College and the Army Industrial College, the precursors of the National War College and the Industrial College of the Armed Forces. As a staff officer here from 1929-33, he developed a contingency mobilization plan which became basis for WWII mobilization. While not a graduate of either College himself, Bernard Baruch was instrumental in the establishment of the Army Industrial College, and later, the Industrial College of the Armed Forces.

National War College

General Scowcroft	1968
Ambassador Howell (Ambassador to Kuwait at the time of the Iraqi invasion)	1983
General Powell	1976
LtGen Horner	1976

Industrial College of the Armed Forces

General Hap Arnold
General Jack Vessey (former Chairman, JCS)
General Charles Gabriel

A possible reference to the leadership: "NDU has helped provide the leadership of the past and the present; it looks forward to contributing in the future."

IV. UNIVERSITY INVOLVEMENT IN "DESERT STORM"

In addition to many "Desert Storm" participants having been graduates of either NWC or ICAF, several members of the NDU faculty and research staff provided advice, or participated in meetings with the President, members of the Cabinet and White House staff, as well as the Defense Department, the Joint Staff and Congress. Among these were Ambassador David Newton, Ambassador to Iraq from 1984-88, who is currently the International Affairs Advisor at the National War College. Other University officials who contributed were Dr. Bard O'Neill and Dr. Phebe Marr, both nationally-known Middle East experts, from the National War College and Institute for National Strategic Studies, respectively.

V. MARSHALL HALL

Highlights:

Will house: NDU administration
University Library
Institute for National Strategic Studies
Institute of Higher Defense Studies
Information Resources Management College

Cost: \$31 million

Size: 223,000 sq. ft.

The two senior Colleges will remain in Roosevelt Hall and Eisenhower Hall.

Groundbreaking: August 1989

Completion: September 1991

Architect: Ellerbe-Becket

Contractor: BECON

More detailed information is contained in attached sheet:

"The National Defense University's New Core of Joint Education"

VI. MISCELLANEOUS:

- A quotation of possible interest is following from President Eisenhower:

"Our liberties rest with our people, upon the scope and depth of their understanding of the Nation's spiritual, political, military and economic realities. It is the high mission of the Industrial College of the Armed Forces to develop such understanding among our people and their military and civilian leaders."

- Regarding humor or anecdotes, there is a strong sense of competition (some say "creative tension") between the students of the National War College and their counterparts at the Industrial College of the Armed Forces. One of the major annual events at which this competition is played out is the "Little World Series," a series of softball games between the two Colleges to take place next month. Whether by analogy this could be applied to the Executive/Legislative relationship, I'll leave up to you. Metaphorically, another tack is to suggest we're all part of the same team, particularly since either members of Congress or their staffers will be at the event.
- Of possible interest is that several other countries, including Chile, Nigeria, Poland, Czechoslovakia and Hungary are planning restructuring of their professional military education system to conform to the NDU model.
- I suspect you already have detailed biographical information on George Marshall as the model soldier-statesman.

I hope this background is helpful. If there are gaps, or if you want more detail, please let me know.

Sincerely,



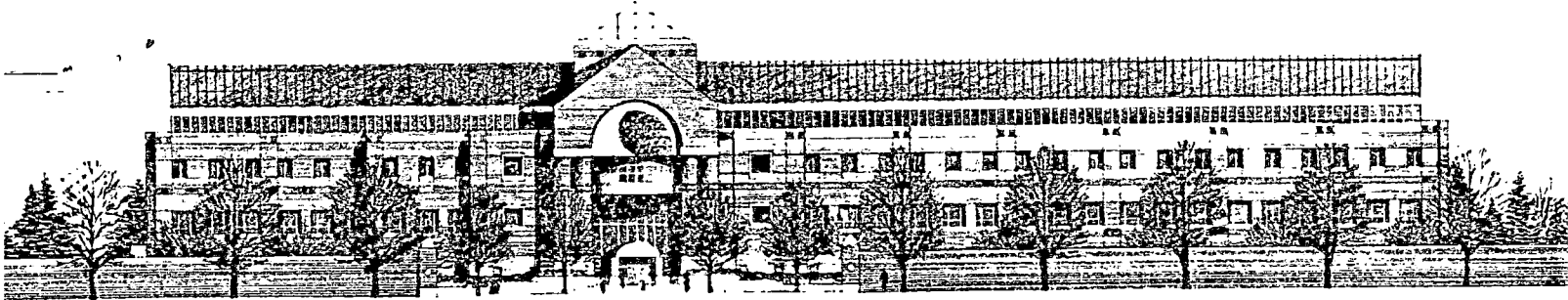
Michael G. Hanpeter
Director, University Plans and Programs



NATIONAL DEFENSE UNIVERSITY

INTERNATIONAL FELLOWS CLASS OF 1992

ARGENTINA	COL Antonio Alberto Bruno (Navy)
AUSTRALIA	COL Philip J. McNamara (Army)
DJIBOUTI	LTC Houssein Djama Ibrahim (Army)
GERMANY	CAPT Lutz Uwe Gloeckner (Navy)
ITALY	COL (P) Francesco Lovino (Army)
JAPAN	COL Fumio Eto (Army)
KOREA	LTC ^{Col.} Hee Wook Yoon (Army) - promoted to Col. (2 wks ago per msg.)
MALI	CMDT Hamet Sidibe (Air Force)
MEXICO	COL Juan Manuel De La O (Army)
OMAN	AIR CMDT Mohammed Bin Mahfooth Al Ardhi (Air Force)
SAUDI ARABIA	COL Ghassan S. Bashiramer (Army)



THE NATIONAL DEFENSE UNIVERSITY'S NEW CORE OF JOINT EDUCATION

The National Defense University's Academic Operations Center will house the University library, the Department of Defense Computer Institute, the Institute for National Strategic Studies, the Institute of Higher Defense Studies, the NATO Staff Orientation Course, and the command and support staff. The building will be sited immediately east of Fort McNair, making it an integral part of the fort - its neoclassical design reflects and respects the magnificence of this historic landmark.

The program was conceived because of the vigorous and healthy growth that has occurred since the University was established in 1976. Three Centers have been added - Strategy, Mobilization and War Gaming - and its umbrella organization, the Institute for National Strategic Studies. Additionally, the Department of Defense Computer Institute has been absorbed into the University family along with the Institute of Higher Defense Studies, a CAPSTONE Course, and the NATO Staff Orientation Course. An International Fellows Program has also been incorporated into the University mission, enriching the curricula of both of the senior colleges. These extra missions, directed by the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, have increased personnel from 270 people in 1976 to 407 in 1987, a 51 percent increase.

In the same period, the average student load has nearly tripled, having grown from 275 to 799. Without any added facilities on Fort McNair, we are leasing space in the Washington Navy Yard and in the Harkins Building. Yet even with these leased space increases, the Industrial College of the Armed Forces has lost 40 percent of its educational space and the National War College 33 percent. Each college suffers severe overcrowding in both seminar and study rooms.

The University Library is now housed in four locations, fragmenting research and study. In order to improve efficiency of the Library operation, it is necessary to increase the research and study areas, and consolidate the research material services in one location. The Library's projected growth is from 240,000 volumes to 600,000 in 1990. The present system is woefully inadequate. A technologically modern integrated system is essential to manage these holdings and can only become a reality with the new building.

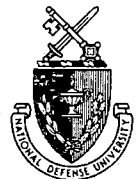
Moreover, productivity is suffering because of a general shortage of space throughout the University complex. The fact that University functions are situated in five locations cripples effective management of critical resources, ultimately impeding the attainment of the University's primary goal of excellence in education.

Construction cost of the 223,000 gross square foot structure is \$31 million and completion is expected in the fall of 1991.

Program Manager: Mr. Stephen Hatch, (202) 475-0994

EXCELLENCE AND UNITY IN EDUCATION AND RESEARCH

Rev. 1/89



Martin\Bunton
Sept. 24, 1991
FTRMCN
Draft One

PRESIDENTIAL REMARKS: MARSHALL HALL DEDICATION
FORT MCNAIR
FRIDAY, SEPT. 27, 1991
1:30 P.M.

Vice Admiral and Mrs. Jack Baldwin, members of the Marshall family. [MORE ACKNOWLEDGEMENTS TO COME.] *from Lt. Jobs on 9/25/91*

[jogging joke, or softball joke]

Barbara and I are pleased to join you on such a great afternoon to dedicate this building -- Marshall Hall. I can think of few people more deserving of this honor than General George Marshall. He has been described as "A citizen of the world . . . a soldier, orator, author, and statesman." In keeping with this marvelous list of talents, he had a thrilling vision of the future. You ^{will} ~~can~~ find it inscribed in this portico, "We are now concerned with the peace of the entire world. And the peace will be maintained by the strong."

The world learned that lesson once again during Operation Desert Storm. Our forces demonstrated the power and promise of a military that has been trained to carry out its mission, and leadership that can devise a strategy capable of winning without unnecessary bloodshed. A large share of the credit for our victory belongs right here: Your scholars and graduates helped our forces achieve a ^{swift, decisive} ~~victory many would have considered~~ ~~impossible: swift, decisive, irreversible.~~

Former Ambassador to Iraq

During the Gulf War, I felt as if you were by my side. I was briefed by Ambassador David Newton, International Affairs Advisor to the National War College, and read studies and research provided by such specialists as Dr. Brad O'Neill and Dr. Phebe Marr. ^{BARD [SIC]*}

Your mission here at the National Defense University was best defined by a distinguished graduate of this institution, President Eisenhower. He said: "Our liberties rest with our peoples, upon the scope and depth of their understanding of the Nation's spiritual, political, military and economic realities." Ike went on: "It is the high mission of the Industrial College of the Armed Forces to develop such understanding among our people and their military and civilian leaders."

While your name has changed over the years, your work continues to make a direct and lasting contribution to the preservation of peace.

In our new world, lasting peace requires cooperation from allies dedicated to the values of liberty. Allies such as: Colonel Ghassan Bashiramer of Saudi Arabia, Lt. Colonel Hee Wook Yoon of Korea, and Colonel Antonio Bruno of Argentina to name a few of the international fellows being trained right here. Cooperation can make a fragile peace strong, and a temporary peace permanent. And we seek a lasting, prosperous peace.

As we enter the 1990's, the United States will reshape its military to meet a changing international environment, one that may be potentially safer; but one that will surely have its share

pronunciation key from Lt. Jabs on 9/25/91

of uncertainties and dangers. We need a smaller, more agile, more flexible active force -- one ready to meet likely contingencies. The events of in the Persian Gulf, Eastern Europe, and in the Soviet Union have changed our strategic defense requirements. But we should not let the many encouraging changes -- political or military -- lull us into complacency. Military challenges to democracy persist in every hemisphere. America must always be prepared to defend our hard-won freedoms and safeguard our national security.

Lasting peace stems from strength -- moral and intellectual, economic and military. In the words of General MacArthur: "Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory." That spirit guides the dedicated men and women of the National Defense University.

Barbara and I congratulate each of you on your professional achievements and your personal commitment to the defense of this great Nation. Thank you, and may God bless you.

#

PROPOSED REMARKS FOR ADM BALDWIN

President Bush, Distinguished Guests, Ladies and Gentleman: *Staff, faculty,*
and students of the National Defense University.

It is with the greatest pleasure that I welcome all of you here on the occasion of the dedication of George C. Marshall Hall. It would be impossible at best to individually recognize all of the people and organizations who contributed to the planning, funding and construction of this magnificent new building. At the risk of excluding many who deserve praise for their efforts, permit me to recognize several groups and ^{people} persons who are present here this afternoon. First, several members of General Marshall's ^(Air Force) family are with us: Mrs. James Winn, Mrs John Pendleton and Mr. and Mrs. Michael Mobbs, as well as Dr. and Mrs. Forrest Pogue from the Marshall Foundation.

I've had the good fortune of being at the National Defense University to observe the completion of work others started and carried through. Among those to whom great credit is due are my predecessors at the National Defense University, several Chairmen of the Joint Chiefs and their staffs, members of Congress and committee staffers, representatives of the Ellerbe-Becket Company who designed the project, and the BECON Corporation, the prime contractor whose team built Marshall Hall on time and within budget. The Baltimore District of the U.S. Army Corps of Engineers, Department of Defense Comptroller, the Military District of Washington, the National Capital Planning Commission, the Advisory Council on Historic Preservation, the Commission of Fine Arts, and the District of Columbia Historic Preservation Review Board all played vital roles throughout the design

and construction process. To all of you, and those many whom I haven't recognized, our collective thanks and appreciation. I would be remiss in not introducing the people sharing the platform with me:

- General Powell
- Secretary Rice
- General McPeak
- Undersecretary Howard
- Chaplain Geller

Skelton? on Platform or - VIP

(Note: to be fine-tuned depending upon RSVP's)

conduct research in

The heart of the National Defense University's purpose is to teach and national strategy and national resource strategy. The man for whom this building is named, General, and later Secretary of State George C. Marshall epitomized the soldier-statesman. He remains a model national strategist for our students today.

SK

I will have + words

The President is also a national strategist, most apparent in his leadership during "Desert Shield and "Desert Storm," and throughout his term of office in helping to determine and steer the United States' role in the world.

Ladies and Gentlemen: please welcome a national strategist and Fort McNair's most prominent jogger, the President of the United States.

~~I missed -~~
~~wanted to pass this~~
~~on from Christmas~~

Martin\Bunton
Sept. 23, 1991
FTRMCN
Draft Zero

PRESIDENTIAL REMARKS: MARSHALL HALL DEDICATION
FORT MCNAIR
FRIDAY, SEPT. 27, 1991
XX:XX P.M.

[INTRODUCTORY ACKNOWLEDGEMENTS]

[jogging joke, or softball joke]

Barbara and I are pleased to be able to join you on such a great afternoon to dedicate this building -- Marshall Hall. INFO ON GEORGE MARSHALL.

Never before has the importance -- and power -- of defense strategy been on more prominent display than in ~~Saudi Arabia~~ ^{DESERT STORM.} *Long before*
January 16, 1991 I knew ~~the~~ ^{our} Armed Forces ^{were America's finest:} ~~were~~ well-trained and prepared to carry out any mission. ~~and~~ ^{But} the stunning performance of our outstanding service men and women more than justified my confidence and that of the American people. ^{A large share of the credit belongs right here:} Your work ~~was~~ at the National Defense University manifested itself not only through a strong military presence, but also through ^{the} ^{+ expertise of so many} experienced, well-trained civilians ^{f. scholars + analysts.}
During the Gulf War, I was briefed by Ambassador David Newton, International Affairs Advisor to the National War College, and ^{read studies + provided me} ~~studied~~ research ^{compiled} by such specialized ~~experts~~ ^{etc.} as Dr. Brad O'Neill and Dr. Phebe Marr.

Your mission here at the National Defense University was best defined by one of my predecessors ^{-- and one of your own: that} ~~as well as~~ a distinguished graduate of this institution, President Eisenhower: "Our

liberties rest with our peoples, upon the scope and depth of their understanding of the Nation's spiritual, political, military and economic realities. ^{It is the high mission of the} Industrial College of the Armed Forces to develop such understanding among our people and their military and civilian leaders." While the name has changed over the years, your work here at N.D.U. ^{continues to make} ~~is making~~ a direct and lasting contribution to the preservation of peace.

good; more to last page
 Lasting peace stems from strength that is moral and intellectual, ^{as well as} economic and military. ^{also} Lasting peace comes from a partnership with allies who are resolute in the defense of liberty. Allies such as: Colonel Ghassan Bashiramer of Saudi Arabia, Lt. Colonel Hee Wook Yoon of Korea, and Colonel Antonio Bruno of Argentina to name a few of the international fellows being trained right here. It comes from a determination that makes a fragile peace strong, and a temporary peace permanent. And lasting peace is our goal.

As we enter the 1990's, the United States ^{will reshape} ~~is shaping~~ its military to meet a changing international environment, one that may be potentially safer; but one that will ~~almost~~ surely have its share of uncertainties and dangers. We see our active force smaller but more agile and flexible -- well-suited and ready for the demands of likely contingencies. The events of in the Persian Gulf, Eastern Europe, and in the Soviet Union ^{have} changed our strategic defense posture. But it is important not to let ^{the many} ~~these~~ encouraging changes -- political or military -- lull

The march of democracy has heartened us all
~~The march of democracy has heartened us all~~
us into complacency. ~~Nor can we let down our guard against a~~
~~worldwide threat.~~ ^{but} Military challenges to democracy persist in
every hemisphere. ~~And~~ America must always be prepared to ^{defend} fight
~~our hard-won~~ ^{salvaged} ~~freedom and security.~~ ^{freedom and security.}

~~In closing I would like to leave you with the profound words~~
~~of General MacArthur:~~ ^{In the words of} "Wars may be fought with weapons, but they
are won by men. It is the spirit of the men who follow and of
the man who leads that gains the victory."

Barbara and I congratulate each of you on your professional
achievements and your personal commitment to the defense of ^{this great}
~~W~~ ^{ation.} ~~America.~~ I am proud and thankful.

* From p. 1:
Lasting peace stems... etc. # # #

~~That same~~
That same spirit guides
the ^{dedicated} ~~men~~ ^{and} ~~women~~ of
the National Defense
University,

quote from Marshall?
quote from Marshall?

Martin\Bunton
Sept. 25, 1991
FTRMCN
Draft One

PRESIDENTIAL REMARKS: MARSHALL HALL DEDICATION
FORT MCNAIR
FRIDAY, SEPT. 27, 1991
XX:XX P.M.

[INTRODUCTORY ACKNOWLEDGEMENTS] ; Adm. and Mrs. Jack Baldwin

[jogging joke, or softball joke]

Barbara and I are pleased to be able to join you on such a great afternoon to dedicate this building -- Marshall Hall. I can think ^{of} few people more deserving of this honor than General Marshall. He has been described as "A citizen of the world . . . *(Chambersville)* a soldier, orator, author, and statesman", he was a man with a great vision for the future. This trait is reflected ^{on} the quote inscribed ^{a plaque to be placed in the portico} on his portrait, "We are now concerned with the peace of the entire world. And the peace will be maintained by the strong."

Never before has the importance -- and power -- of defense strategy been on more prominent display than in Desert Storm. ^{Long before} ~~Beginning~~ on January 16, I knew our Armed Forces were America's finest: well-trained and prepared to carry out any mission. But the stunning performance of our outstanding service men and women more than justified my confidence and that of the American people. A large share of the credit belongs right here: Your work at the National Defense University manifested itself not only through a strong military presence, but also through the

15 DM
Portrait?

experience and expertise of so many well-trained civilian scholars' analysis. During the Gulf War, I was briefed by
* Ambassador David Newton, International Affairs Advisor to the National War College, and read studies and research provided me by specialists as Dr. Brad O'Neill and Dr. Phebe Marr.

Your mission here at the National Defense University was best defined by one of my predecessors -- and one of your own: a distinguished graduate of this institution, President Eisenhower: "Our liberties rest with our peoples, upon the scope and depth of their understanding of the Nation's spiritual, political, military and economic realities." It is the high mission of the Industrial College of the Armed Forces to develop such understanding among our people and their military and civilian leaders." While the name has changed over the years, your work here at N.D.U. continues to make a direct and lasting contribution to the preservation of peace.

Lasting peace also comes from a partnership with allies who are resolute in the defense of liberty. Allies such as: Colonel ✓ Ghassan Bashiramer of Saudi Arabia, Lt. Colonel ✓ Hee Wook Yoon of Korea, and Colonel ✓ Antonio Bruno of Argentina to name a few of the international fellows being trained right here. It comes from a determination that makes a fragile peace strong, and a temporary peace permanent. And lasting peace is our goal.

As we enter the 1990's, the United States will reshape its military to meet a changing international environment, one that may be potentially safer; but one that will surely have its share

of uncertainties and dangers. We see our active force smaller but more agile and flexible -- well-suited and ready for the demands of likely contingencies. The events of in the Persian Gulf, Eastern Europe, and in the Soviet Union have changed our strategic defense posture. But it is important not to let the many encouraging changes -- political or military -- lull us into complacency. The mark of democracy has heartened us all but military challenges to democracy persist in every hemisphere. America must always be prepared to defend our hard-won freedoms and safeguard our national security.

Lasting peace stems from strength that is moral and intellectual, economic and military. In the words of General MacAuthur: "Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory."

Barbara and I congratulate each of you on your professional achievements and your personal commitment to the defense of this great Nation. I am proud and thankful.

#



REPLY TO
ATTENTION OF:

DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON, D.C. 20319-6000

NDU-CS-PA

23 September 1991

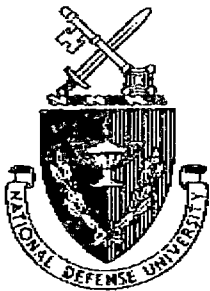
MEMORANDUM FOR: Ms. Jeannie Bunton

SUBJECT: NDU Information

One item of notable interest is that the National Defense University is co-sponsored by the Department of Defense and the Department of State. Students come from all branches of the service and also the Department of State and other government civilian agencies. The President of the National Defense University is a three-star Navy Admiral and the Vice President is a State Department officer of the Ambassador rank.


As former Secretary of State and Secretary of Defense and Army Chief of Staff and General of the Army, George C. Marshall is the embodiment of the ideal NDU graduate.

Kathleen T. Jabs
KATHLEEN T. JABS
Lieutenant, U.S. Navy
Public Affairs Officer



NATIONAL DEFENSE UNIVERSITY

FACSMILE TRANSMISSION HEADER SHEET

COMMAND		NAME OFFICE SYMBOL	TELEPHONE NUMBER	AUTHORIZED RELEASER'S SIGNATURE		
FROM: NDU		LT JABS PUBLIC AFFAIRS OFFICER	202-475-0861 FAX: 202-475-0724	 K.T. JABS, LT, USN		
TO: White House Speech office		Jeannie Bunton	(202)456-6270 FAX: (202)456-6218	DATE - TIME 1400 23 September 91	MONTH	YEAR
CLASSIFICATION UNCLAS	NO. PAGES 10 + COVER	PRECEDENCE ROUTINE	Ms. Bunton, I hope this helps. Here are some facts on Marshall's biography and the quote quote used in Marshall Hall. This is also a speech he once gave at the National War College (kind of boring), but it is a tie. Please call if you need anything else. Kathleen Jabs			
SPACE BELOW FOR COMMUNICATIONS CENTER USE ONLY						
DA FORM 3918-R 1 AUG 72						

SENT BY: Xerox Telecopier 7020 ; 9-23-91 ; 14:37 ;

2024750724-

94566218: # 1

NEWS RELEASE FROM THE NATIONAL DEFENSE UNIVERSITY

• PUBLIC AFFAIRS OFFICE • FORT LESLEY J. McNAIR • WASHINGTON, DC 20319-8000 • AREA CODE (202) 475-0860/1

FOR IMMEDIATE RELEASE

27 September 1991

For additional information contact LT Kathleen Jabs, (202) 475-0861

BIOGRAPHY FACTS ON GENERAL OF THE ARMY GEORGE C. MARSHALL

WASHINGTON, DC -- The new academic operations center at the National Defense University, located adjacent to the University campus on Fort Lesley J. McNair in southwest D.C., is called Marshall Hall, in honor of General of the Army and former Secretary of State George Catlett Marshall.

The new building is named for General Marshall because, as leader of the Army during World War II, as Secretary of State, and as Secretary of Defense, he represents the epitome of a successful National Defense University graduate -- a master of strategy, statecraft, diplomacy, mobilization, and logistics.

George Catlett Marshall (1880-1959) was born in Uniontown, Pennsylvania. His military career spanned more than 45 years, after which he began his diplomatic career. He graduated from Virginia Military Institute (1901), the Infantry and Cavalry School at Fort Leavenworth (1907), was a student (1908) and instructor (1908-1910) at the Staff College, was instructor at the Army War College (1927), and

-more-

MARSHALL

2/2/2

assistant commandant of the Infantry School at Fort Benning (1927-1932). Marshall served with the American Expeditionary Forces in France as operations officer of the 1st Division and the First Army, and chief of staff of the VII Corps, 1917-1918, participating in the Cantigny, Aisne-Marne, St. Mihiel, and Meuse-Argonne operations.

General Marshall was promoted to brigadier general in October 1936. He was head of the War Plans Division, General Staff, 1938, was deputy chief of staff, 1938-1939, and acting chief, July-September 1939. From 1939 until 1945, he was chief of staff of the United States Army, during which he centralized the professional leadership of the Army in the chief of staff's office; exercised control over mobilization, staff planning, industrial conversion, and personnel requirements; streamlined administration and tactical organization; mastered grand strategy and was one of the principal architects of the Allied victory. In December 1944 he was promoted to the temporary grade of General of the Army (made permanent retroactively in April 1946). Marshall retired from active service in 1947, and immediately became Secretary of State. During his two years at the State Department he drafted the Marshall Plan to aid European nations, for which he later won the Nobel Prize. General Marshall was the president of the American Red Cross from 1949-1950, and then became the secretary of defense from 1950-1951.

-more-

The 223,000 square foot Marshall Hall will honor Marshall from its exterior name to its interior design. A portrait of Marshall will hang in the Library and his quote, "We are now concerned with the peace of the entire world. And the peace can only be maintained by the strong," will be inscribed inside the portico.

Marshall hall will house the University library, the Information Resources Management College, the Institute for National Strategic Studies, various elements of the Institute of Higher Defense Studies, and the University command and support staff. The building is sited immediately east of Fort McNair and will be an integral part of the Fort. Marshall Hall's neoclassical design reflects that of Theodore Roosevelt Hall, a national historic landmark and home of the National War College. Accommodating the diverse programs within the facility, plus maintaining sensitivity to the adjacent historic buildings designed during the early 1900s, were the main planning design challenges of this project. Marshall Hall was designed by Ellerbe-Becket, Inc., of Minneapolis, Minnesota - the nation's third largest architect/engineer firm. The builder is BeCon Services Corporation of Leesburg, Virginia.


Groundbreaking for Marshall Hall took place on August 3, 1989. President Bush dedicated the building during an afternoon ceremony September 27, 1991 at Fort McNair.

23 September 1991

1:10 p.m.

6:10 p.m.

MEMORANDUM FOR CHRISTINA MARTIN

FROM: JEANNIE BUNTON 

SUBJECT: MARSHALL HALL DEDICATION

Detes on Gen. George Marshall:

- o In 1927, he taught at the Army War College then located in Roosevelt Hall at Ft. McNair;
- o One of Marshall's staff and field officers (1942) was Gen. Lesley J. McNair, for whom the fort is named; [I'm double checking this with the base historian.]
- o While Chief of Staff he helped found in 1946 the National War College, located in Theodore Roosevelt Hall, part of today's NDU;
- o 45 years of service to army; rose from rank of second lieutenant to General of the Army;
- o played football for VMI and later was a tackle on the All-Southern Eleven;
- o at Army Staff College (1908 Fort Leavenworth) he taught men whose rank usually was above his;
- o In December 1944 became General of the Army, the recently created five-star (highest) rank;
- o summer 1940 - Marshall "urged the establishment of Selective Service and the federalization of the National Guard for a year of training," which program Congress adopted in the fall;
- o Benjamin Franklin and Robert E. Lee were his heroes;
- o Nobel Prize for Peace, 1953;
- o nickname "Wizard"; only his wife called him "George";
- o 1950 appointed Secretary of Defense by Pres. Truman;
- o He served 10 presidents as a soldier and a diplomat;
- o In his lifetime the United States transformed itself from an insular nation of 38 states into a dominant world power.

QUOTES BY GEN. MARSHALL:

- o "The real test of the undertaking lies in the future. The necessity for keeping carefully in step with the changing framework in which the national security must be pursued should be one of the important concepts as a basis for this institution."
From June 20, 1947 address at the National War College, Washington, D.C.

- o great essentials to peace: "The first related to the possibilities of better education in the various factors effecting the life of peaceful security, both in terms of its development and disruption. **Because wisdom in action in our Western democracies rests squarely upon public understanding, I have long believed that our schools have a key role to play.** Peace could, I believe, be advanced through careful study of all the factors which have gone into the various incidents now historical that have marked the breakdown of peace in the past. As an initial procedure our schools, at least our colleges but preferably our senior high schools, as we call them, should have courses which not merely instruct our budding citizens in the historical sequence of events of the past, but which treat with almost scientific accuracy the circumstances which have marked the breakdown of peace and have led to the disruption of life and the horrors of war."
From Marshall's Nobel Prize Acceptance Speech, Dec. 1953

- o "Governments, political parties, or groups which seek to perpetuate human misery in order to profit therefrom politically or otherwise will encounter the opposition of the United States."
From (The Marshall Plan Speech) Harvard Commencement, June 5, 1947 - while serving as Sec. of State

- o On the 10th anniversary of D-Day, Marshall told inquiring White House reporters his big worries now were...."The blackbirds eating all my marigolds."

- o "Hindsight would be a valuable member of any cabinet,"

- o "Don't fight the problem, decide it." (favorite advice)

- o "My father was a Democrat; my mother was a Republican; I am an Episcopalian."

- o "Democracy is the most demanding of all forms of government in terms of energy, imagination and public spirit required of the individual."

QUOTES ABOUT GEN. MARSHALL:

Roosevelt said that he could not sleep well at night with Marshall out of Washington - so he appointed Eisenhower to command the European invasion in 1944.

Near the end of the war in Europe, Churchill called Marshall "the true organizer of victory."

President Truman, on Nov. 1945, said "In a war unparalleled in magnitude and horror, millions of Americans gave their country outstanding service. General of the Army George Marshall gave it victory."

Winston Churchill said Marshall was "A citizen of the world...a soldier, orator, author, and statesman. Great was he in all...the perfect associate...dedicated to the principle that the right will prevail."

MARSHALL HALL:

new academic operations center at NDU, will house the University Library, Information Resources Management College, the Institute for National Strategic Studies, various elements of the Institute of Higher Defense Studies, and the University Command and support staff.

Portrait of Marshall will hang in library, his quote, "We are now concerned with the peace of the entire world. And the peace will be maintained by the strong," will be inscribed inside the portico.

~~Committee~~
~~wanted to pass this~~
~~on from Christmas~~

Martin\Bunton
Sept. 23, 1991
FTRMCN
Draft Zero

PRESIDENTIAL REMARKS: MARSHALL HALL DEDICATION
FORT MCNAIR
FRIDAY, SEPT. 27, 1991
XX:XX P.M.

time

[INTRODUCTORY ACKNOWLEDGEMENTS]

[jogging joke, or softball joke]

Barbara and I are pleased to be able to join you on such a great afternoon to dedicate this building -- Marshall Hall. INFO ON GEORGE MARSHALL.

Never before has the importance -- and power -- of defense strategy been on more prominent display than in ~~Saudi Arabia~~ *DESERT STORM.* *Long before*
January 16, 1991 *For our* *world America's finest:*
I knew the Armed Forces ~~were~~ well-trained and prepared to carry out any mission. ~~and~~ *But* the stunning performance of our outstanding

service men and women more than justified my confidence and that of the American people. *A large share of the credit belongs right here:* Your work ~~was~~ at the National Defense

University manifested itself not only through a strong military presence, but also through *the* experienced, well-trained civilians *+ expertise of so many* scholars & analysts.

During the Gulf War, I was briefed by Ambassador David Newton, International Affairs Advisor to the National War College, and

read studies + provided me studied research *compiled* by such specialized *etc.* experts as Dr. Brad O'Neill and Dr. Phebe Marr. ?

Your mission here at the National Defense University was best defined by one of my predecessors *and one of your own; that* as well as a distinguished graduate of this institution, President Eisenhower: "Our

?

liberties rest with our peoples, upon the scope and depth of their understanding of the Nation's spiritual, political, military and economic realities. ^{11. I see we cut ours} It is the high mission of the Industrial College of the Armed Forces to develop such understanding among our people and their military and civilian leaders." While the name has changed over the years, your work here at N.D.U. ^{continues to make} ~~is making~~ a direct and lasting contribution to the preservation of peace.

good; more to last page (Lasting peace stems from strength that is moral and intellectual, ^{as well as} economic and military.) Lasting peace ^{also} comes from a partnership with allies who are resolute in the defense of liberty. Allies such as: Colonel Ghassan Bashiramer of Saudi Arabia, Lt. Colonel Hee Wook Yoon of Korea, and Colonel Antonio Bruno of Argentina to name a few of the international fellows being trained right here. It comes from a determination that makes a fragile peace strong, and a temporary peace permanent. And lasting peace is our goal.

As we enter the 1990's, the United States ^{will reshape} ~~is shaping~~ its military to meet a changing international environment, one that may be potentially safer; but one that will ~~almost~~ surely have its share of uncertainties and dangers. We see our active force smaller but more agile and flexible -- well-suited and ready for the demands of likely contingencies. The events of in the Persian Gulf, Eastern Europe, and in the Soviet Union ^{have} changed our strategic defense posture. But it is important not to let ^{the many} ~~these~~ encouraging changes -- political or military -- lull

The march of democracy has frightened us all
~~to the point of complacency. Nor can we let down our guard against a~~

~~worldwide threat.~~ ^{but} Military challenges to democracy persist in every hemisphere. ~~And~~ America must always be prepared to fight ^{defend} ~~for~~ freedom and security. ^{our hard-won safeguards and national}

~~In closing I would like to leave you with the profound words~~
^{in the words of} General MacArthur: "Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory."

Barbara and I congratulate each of you on your professional achievements and your personal commitment to the defense of ^{this great} ~~Nation.~~ ^{America.} I am proud and thankful.

* From p. 1: # # #
Lasting peace stems... etc.

~~That same~~
That same spirit guided
the men and
women of
The National Defense
University,

quote from Marshall?
quote from Marshall?