

CITIZEN SOLDIERS OF THE FIRST RANK

LTG John W. Knapp '54, Superintendent Emeritus

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Visiting Professor of Leadership and Ethics

Class Lecture Series
April 2012

CITIZEN SOLDIERS OF THE FIRST RANK

Lecture Presented to the VMI Class of 2013

30 April 2012

by

LTG John W. Knapp

Superintendent Emeritus

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Greetings to the members of the Class of 2013. This is the third lecture I have given as part of my temporary appointment as a visiting professor. My earlier ones were to the Classes of 2011 and 2012 in the spring of their second class year, who like you were in that period termed the *transition*, shortly before assuming the leadership responsibilities of first classmen in the Corps of Cadets. Each of you got a ring this year and the essential appointments have now been made for next year. It seemed to me a worthy objective to try to frame for you the inheritance of leadership and citizenship that attaches to every cadet and that it might reinforce the foundation of service for next year and the years to follow after your graduation.

The topic of my talk two years ago was “Our Triumvirate,” in which I examined the legacy of leadership and ethics exhibited in the lives and careers of George Washington, Robert E. Lee, and George C. Marshall, how they were related to each other, and how they were connected to this community and our institution in particular. Last year, the topic was “Professors – Eccentric and Exceptional,” the aim of which was to show how long term and influential their effect would be on you as alumni. You will have your brother rats, your dykes both three years ahead of you and three behind, and, of course, membership in the Alumni Association wherever you go. But the collective strength of the professoriate and their teaching and the breadth of their service to the Institute will go unmatched. They also give us endless enjoyment because their ranks include some truly first-rate characters - the eccentric element, you understand.

I began the second lecture by saying that I had lived in VMI quarters once occupied by my principal math instructor, Colonel B.D. Mayo, and that he had reminded me as a cadet that I was having some of the same difficulties that my father had more than thirty years earlier. It was not lost on me that Colonel Mayo had himself been a cadet when Scott Shipp was superintendent, the man who led the Corps into battle at New Market. A similar connection led me to this talk. There is a subtitle to “Citizen Soldiers of the First Rank,” that is, “VMI Supes I Have Known.” There have been 14, as you

should know, and I have known in some degree all those from No. 6 through No. 14. By one extension or another, I can claim familiarity or a relationship even with the first five. Perhaps the most obvious one is that I lived for a while in the quarters at 412 VMI Parade where all 14 Superintendents lived.



Figure 1 Superintendent's Quarters, 412 VMI Parade

Here in Figure 2 are the Superintendents from the 2005 *Register of Former Cadets* including two acting Supes whom I have known. The register missed one that I will mention later. That makes the total 17 and I have known 12 of that number.

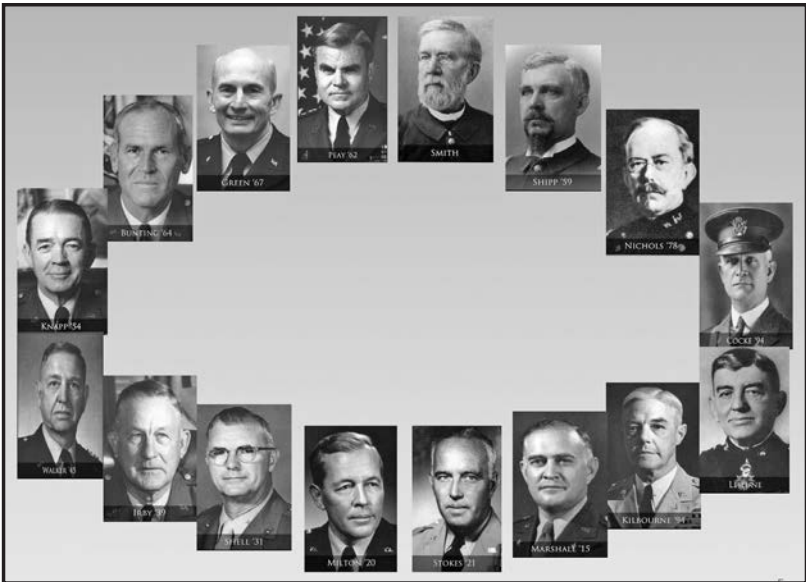


Figure 2 Collective Photographs of 14 Superintendents + 2 Acting

Individually and collectively they are a remarkable group and represent varied and interesting career patterns. Included among them are a Medal of Honor recipient, a Rhodes Scholar, a Ph.D., First and Second Jackson-Hope Medalists, a Commandant of the Marine Corps, and two four-star generals. Military service as you would expect is a common attribute whether militia, reserve forces, or the regular

VMI SUPERINTENDENTS IN ORDER		
Smith	1	1839-1889
Scott-Shipp	2	1889-1907
Nichols	3	1907-1924
Cocke	4	1924-1929
Lejeune	5	1929-1937
Kilbourne	6	1937-1946
Marshall	7	1946-1952
Milton	8	1952-1960
Shell	9	1960-1971
Irby	10	1971-1981
Walker	11	1981-1988
Knapp	12	1989-1995
Bunting	13	1995-2002
Peay	14	2003--

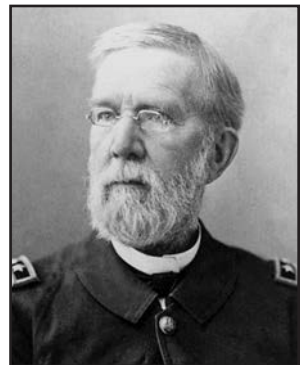
Figure 3 VMI Superintendents

services. Educational attainments beyond the baccalaureate degree include graduate degrees, both earned and honorary, and advanced military training including the Army, Navy, and National War Colleges. While these attainments are not the norm for college presidents, they do represent a signal attribute, that is, *public service*, and that is the reason I have placed them in the first rank of citizen soldiers. They are exemplary in that respect, a touchstone of our shared heritage, and worthy of emulation.

As we go through the list, we will touch on the highlights of each Supe’s career and the principal challenge or accomplishments of their tenure. I will not try to describe their popularity or personality nor compare them or rank them to each other. However, I will exercise the privilege of mentioning my own connection or special attachment to each, especially from the 6th through the 14th.

Major General Francis H. Smith

We begin with Major General Francis H. Smith who signed in the first 23 cadets in 1839 where the Palms Restaurant stands today, then marched them to the arsenal to relieve the militia guard and commenced school operations. He is known as the builder and, following Hunter’s burning in 1864, the rebuilder of VMI. Within the first 20 years, Smith had earned a reputation as a progenitor of the citizen soldier tradition and of the modern “useful” education. At least, that is the case in the South, with acknowledgements that Alden Partridge, former Supe at West Point, had begun a private college



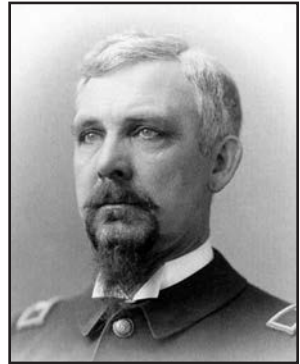
on similar lines at Norwich, and that Silvanus Thayer had solidly established the West Point tradition as a model. We know also that Smith was joined with J.T.L. Preston and Claudius Crozet to be dubbed the founders of VMI. Preston lobbied for establishing such a state public school and penned (in 1836) the famous phrases "... a crowd of honorable youths pressing up the hill of science ..." and "... fair specimens of citizen soldiers ..." Crozet had taught at West Point and brought that experience to the task of chairing the original Board of Visitors.

Smith, a Virginian, had been graduated from West Point in 1833 and after three years Army service resigned to teach at Hampden Sydney College until accepting the call to VMI. He taught a variety of subjects, later published several textbooks on mathematics, and was awarded AM and LLD degrees. In 1861 he was appointed to the Governor's Advisory Board on military affairs and later became a major general in the Virginia Volunteers, CSA. After the war, he was a member and president of the Board of Visitors at West Point. He remained Superintendent until his retirement in 1889 and died the next year at age 78. His fifty years are unprecedented, and he deserves the credit not only for academic standards and for a succession of famous graduates of the Institute but also its distinctive architecture.

The next two Supes, Scott Shipp and Nichols, were both products of Smith's legacy and were appointed by him to the faculty. Their tenures together amounted to 38 years and with Smith's 50, an aggregate of 88 years, which is more than 50% of the Institute's existence – 173 years in 2012.

Brigadier General Scott Shipp

Brig. General Scott Shipp was born in 1839, the year of our founding, entered in 1856 with advanced standing, and was graduated in 1859, when he was appointed to the faculty. Like his mentor Smith, he taught a variety of subjects, and served as Commandant of Cadets from 1862 until his appointment as Smith's successor in 1889, an astounding 27 years. Along the way, he was awarded Litt D and LLD degrees and he was elected to be an early president of the new A&M School in Blacksburg, but after being there for a few days found it not to his liking and returned to Lexington. He also served as a member of the Board of Visitors at West Point and at Annapolis and was president of the latter. In the early 1890s he was successful in convincing the U.S. Army to assign an officer as Professor of Military Science and later to serve as Commandant. This was the beginning of graduates being offered federal commissions in the days before ROTC. I have already mentioned



that several VMI professors who were on the faculty when my father was a cadet and when I was a cadet had been cadets themselves when Scott Shipp was the superintendent. Scott Shipp retired in 1907 and died in 1917 at his home in Lexington, which had been the home of JTL Preston and was near my later home.

Lieutenant General Edward West Nichols

Lt. General Edward West Nichols was born in 1857 and graduated from VMI in 1878 when he joined the faculty to teach mathematics, civil engineering, and other subjects. He did take a year off in 1881 to 1882 to earn a law degree. He became acting superintendent in 1907 and the next year was appointed superintendent and served until 1924, after which he served as a professor for three years. He lived for those three years at 410 VMI Parade next door to his former quarters at 412. Tragically, he died after being struck by a rock from a blasting episode nearby while he was seated on the porch. As it happens, I later lived there, as Dean of the Faculty, and so did Col B.D. Mayo whom I have already mentioned as an instructor for both me and my father. Nichols was instrumental in securing Congressional funding as reparations for Civil War destruction and the resulting erection of Jackson Memorial Hall and other improvements on Post. During the tumultuous period of World War I and the years after, he was significantly engaged: serving as chair of the Virginia Council of Defense, 1917-18; introducing ROTC at VMI as a result of the National Defense Act of 1916; accepting a commission as major in the U.S. Army Reserves and serving as commander of the VMI detachment of the Student Army Training Corps (SATC) during the war; and, permitting the formation, induction, and drilling of a Marine Corps company formed from enrolled cadets. My father was one of those Marine cadets and wore two ribbons for his three months service in late 1918 (all at VMI, I should add). He was concurrently in ROTC and was in the first commissioning class of 1921. Nichols had also served as a member of a college president's advisory committee to the War Department. Later he was a founding member of the Association of Military Colleges and Schools in the United States (AMCUS), serving as president, 1921-1922. That organization is still in existence and I am proud to say I was president of AMCUS in 1994-1995. I trust you can see why I feel a certain kinship with General Nichols – not to mention that I was a faculty member for 25 years with offices and classes in the hall that bears his name.



Brigadier General William Horner Cocke '94

When “Old Nick” retired in 1924, he was replaced by Brig. Gen. William Horner Cocke '94 who had graduated as First Jackson-Hope Medalist and returned to his home state, Missouri, as Commandant at Kemper Military Institute for three years. He then earned a law degree at Washington University and entered practice for the next ten years, interrupted by service as an infantry officer during the Spanish American War. In 1907, he founded and led the Southern Acid and Sulfur Company in St. Louis, only to be interrupted again by volunteer service as a major of infantry in France during World War I. When he became the 4th Superintendent there was an on-going study authorized by the General Assembly and led by an individual named Barton to assess Virginia's higher education program and to recommend any changes for the future. After only a three hour visit to the Post, the Barton group concluded that an all military college was not a necessity for the Commonwealth, that it was not in the higher education main stream, and that it should be sold to the VMI alumni for a pittance. General Cocke mobilized the alumni to lobby the Assembly and set aside this “pacifist” proposal. There was also an Assembly item to address charges of hazing in various forms at Virginia institutions, and General Cocke took an active role in support of legislation to eliminate such practices. General Cocke gave the majority of the funds to build the gymnasium that bears his name. Failing health caused his early retirement in 1929, although he was able to serve on the Board of Visitors from 1930-36. He received an honorary degree from W&L University in 1929. While he had a successful professional and business career, it is clear that with his service in two wars and his devotion to education, he answered the clarion call of service as a citizen soldier.



Major General John Archer Lejeune

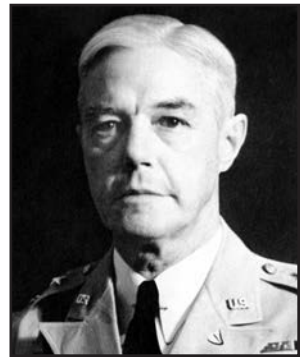
As the next Superintendent, the Board stepped outside the VMI family and chose Major General John Archer Lejeune, a U.S. Naval Academy graduate of 1888 and career Marine officer, who completed nine years as Commandant of the Marine Corps. He was a combat veteran of the Spanish American War and World War I. In the latter, he commanded not only Marine units but also the 2d U.S. Army Division. He was also a graduate of the Army War College and would receive honorary degrees from Lafayette College



(1930) and W&L University (1932). He had also graduated from LSU before he accepted an appointment to the Naval Academy. His national military stature and his extensive service in Washington would be an advantage during the struggles of the Great Depression. Indeed, he was able to call personally on President Roosevelt for grant money which was forthcoming. Unfortunately, he was injured in a fall while inspecting new construction behind Barracks and was partially disabled during his final years as Superintendent. One of his memorable quotes asserted that he believed from personal observation that VMI is “unexcelled in character-building and in the making of useful, patriotic American citizens.” Lejeune was advanced to the grade of Lieutenant General on the retired list in 1942 the year of his death. Anyone in the VMI family who knew or served with General Lejeune would be close to 100 years in age or more. However, his two daughters, Eugenia and Laura, moved back to Lexington in the 1960s when Eugenia was the first archivist of the Marshall collections that were moved from Washington to the new library in Lexington. Many of us on the faculty and staff knew her in those years. She had served as a major in the Marine Corps during World War II.

Lieutenant General Charles Evans Kilbourne '94

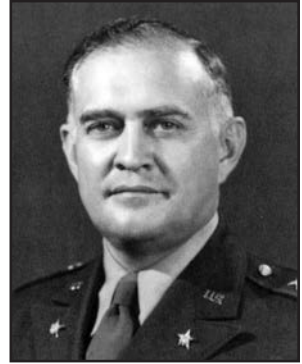
The 6th Superintendent was Lieutenant General Charles Evans Kilbourne, VMI Class of 1894, Jackson-Hope Medalist, Second-Honor to the first stand of his classmate W. H. Cocke, the 4th Superintendent. Kilbourne retired from the Regular Army as a major general in 1936 and came to VMI the next year. He served in the Spanish American War and was awarded the Medal of Honor for gallantry. During World War I he was wounded and again decorated for gallantry with the Distinguished Service Cross. After the war, he was graduated from the Army War College and then spent four years on the faculty. In 1930, W&L University granted him an honorary LLD. He guided VMI during the tumultuous period of World War II. On his retirement in 1946, he became superintendent emeritus, but he also held an appointment for several years as a part-time visiting professor. In this latter capacity, he lectured my freshman ROTC class in military history in 1950-51. Needless to say, we all knew who he was and what that single ribbon represented on his well-worn uniform. When I joined the faculty some years later, his daughter who was a secretary in Nichols Hall introduced me to him at alumni hall and we had a lengthy discussion. In 1963, he got national recognition in a widely published photograph with President John F. Kennedy in the White House



Rose Garden at a reception honoring Medal of Honor recipients. Kilbourne at 90 was then the oldest living recipient and was in a wheel chair. Regrettably, both men would be deceased before the end of the year.

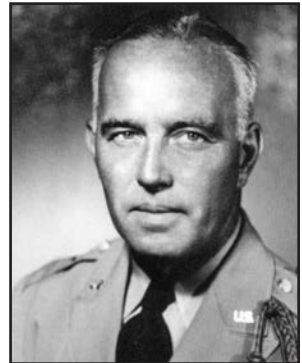
Lieutenant General Richard J. Marshall, '15

Following World War II, Lieutenant General Richard J. Marshall, '15 became the 7th Superintendent. He had served in World War I, then stayed in the Regular Army, and by 1942 was promoted to major general while serving on General Douglas MacArthur's staff. He would remain with MacArthur for the entire war and become his chief of staff. He was a graduate of several of the Army's senior schools, including the War College. He was a cousin of General George C. Marshall '01, and I was privileged to be seated close to the stage in 1951 when both of them participated in the dedication of Marshall Arch. Superintendent Marshall shepherded the post-war recovery at the Institute, including among other things the construction of New Barracks and the reorganization that was necessary for returning veterans. He was superintendent my first two years, but he suffered a cerebral hemorrhage in early 1952 which required the appointment of an acting superintendent.



Major General William M. Stokes, Jr. '21

Major General William M. Stokes, Jr. '21, a Lynchburg, Virginia, resident and business man, had recently served as President of the VMI Alumni Association and had been appointed to the Board of Visitors in 1951, a position he would hold until 1961. Most significantly, he had a distinguished World War II record, had risen to general officer rank, and was continuing to serve in the Army Reserves. Fortunately, I never had to report to him, but if I had he certainly would have reminded me that he was my father's Brother Rat. He commanded the 80th Infantry Division of the Army Reserves, and sometime later I served that division and many years later actually commanded it. You can understand why I claim to have had an association with General Stokes. He also had a son in the Corps, Class of '56, while I was still there.



Major General William H. Milton, Jr. '20

Major General William H. Milton, Jr., Class of '20, took office in 1952 while we still had a year to finish the Korean War and had hardly gotten over the disruptions of World War II. As the eighth superintendent, he is often described as the first with a non-military background, but that description is open to interpretation. The first three were educators and the fourth a professional business man with citizen-soldier experience. The next three were, indeed, professional military men and perhaps best remembered by most alumni at the time.



But this shortchanges Milton's experiences. Of lesser importance was the fact that he wore two ribbons on his uniform – the World War I Victory Medal and the Marine Corps Good Conduct Medal – the same two my father wore during World War II and after – both because of their enlistment in the Marine unit mentioned earlier. The more pertinent experience, however, was a highly successful career, both administrative and executive, with General Electric Corporation. In particular, he was the chief administrator of the Hanford Plutonium Plant, 1942-1946, then a commercial vice-president in Washington, DC, 1947-1950, and finally General Manager of the Knolls Atomic Power Lab in Schenectady, NY. During World War II, he gave distinguished service to the Office of Production Management, the War Production Board, and the Office of Price Administration. These experiences made it relatively easy for him to establish relations with our legislators in Richmond, and he apparently handled competently the phone call from President Harry Truman who wished to expedite the establishment of a repository for General Marshall's papers in Lexington. The two of them deserve promethean credit for the museum and library we have today.

Not only was General Milton the Supe who handed me my diploma but he was also still here when I returned as a faculty member in 1959. Right off the bat my career mentor and department chair, James M. Morgan, Jr., recommended to Milton that I be designated, rather than hold some other obscure committee assignment, as the aide to the superintendent. I had, in truth, just completed an Army Reserve detail as part-time aide to a general officer. Most of the duties involved standing at the head of receiving lines and officially announcing the arrival of invited guests. But the one extended and memorable occasion was the visit of Truman in 1960 when he accepted W&L's invitation to speak at the Mock Convention; he did so he said for two reasons: one, to honor his vice president, Alben Barkley, who had dropped dead speaking at the 1956 convention; and, two, to visit VMI to review the progress we had made on the Marshall project.

After seven years, Milton announced that he had set in motion his

original objectives, academic and organizational - initiatives that he believed would lead VMI to a more prominent role in modern higher education. His retirement would let some fresher face capitalize on the initiatives.

Brigadier General George R. E. Shell '31

The Board of Visitors next chose as the ninth Superintendent, Brigadier General George R. E. Shell '31, who was then serving as head of operations at Parris Island. He had a distinguished career as a Marine officer, leading an artillery battalion at Guadalcanal, Tarawa, and Saipan. At the latter, he received a direct hit from a motor round that caused him to spend two years in hospital and carry a limp for the rest of his life. He was also decorated for gallantry. He then had a post-war career that included the Naval War College followed by service on the faculty, tours of duty with the Joint Chiefs, NATO, and Marine Corps Research and Development, troop assignments, and several tours with training detachments and Parris Island.



General Shell guided the Institute through the turbulent 1960's and the Vietnam War. He did so with a steady and insightful hand. We have him to thank for: (1) a building boom: Smith Hall, Lejeune Hall, Kilbourne Hall, and renovations to academic facilities; (2) a research boom: the VMI Research Labs; (3) an organizational boom: five year appointments, not life appointments for department heads; and, (5) racial integration of the Corps of Cadets in 1968. One year after I completed my doctorate, he made me the youngest department head on Post. He also took a personal interest in my research work and encouraged my continued service in the Army Reserve. Along the way, W&L conferred on him an honorary LLD as they had done earlier for General Milton. In retirement he took an active role in civic affairs and is remembered for his promotion of the New Market Battlefield and the Stonewall Jackson House, both of which have become properties of an extended VMI mission. He suffered a heart attack in 1970 at Christmas time while shoveling snow and had to take a medical leave for several months. During that period, the Dean he had appointed, Brig. Gen. Morgan (later Maj. Gen.) became acting superintendent, as he would briefly for the next two superintendents.



Morgan

Lieutenant General Richard L. Irby '39

Lt. Gen. Richard L. Irby '39 followed Gen. Shell and like him brought a distinguished service record with him. He served in the China-Burma-India theater during World War II, as a battalion commander in Korea where he earned the Silver Star for gallantry, and as a division commander in Vietnam in preparation for which he earned pilot wings at the age of 40. He was graduated from the Army War College, earned an MA from George Washington University, and would later be given an LLD by W&L. As superintendent, he guided VMI through the end of Vietnam and the readjustment period that followed. One of the important matters was the cancellation of the draft which brought voluntary military service. VMI had to clarify its policy in light of our requirement that all cadets take ROTC and accept a commission if offered. We kept mandatory commissioning on the books but General Irby took a leading role in convincing the Army to retain a minimum 90 day active duty commitment for those who chose not to serve a multi-year tour. He also deserves credit for bringing Naval ROTC to VMI. On Post, he got the funding and built Cameron Hall. During his tenure VMI had a resurgence winning athletics programs, and approved the planning stages for a huge endowment campaign. He encouraged me in my Army Reserve career, including a recommendation for my attendance at the Army War College and interest in my taking command of certain units. During his retirement of more than 20 years in Lexington, he paid me the honor of accompanying him on hunting expeditions for the ruffed grouse in our mountainous region.



General Sam Sims Walker '45

General Sam Sims Walker '45 succeeded General Irby. Although a graduate of West Point, he attended VMI for two years before accepting an appointment to the Academy, the same sequence his father, General Walton Walker, had taken earlier in the century. General Sam Walker had distinguished service in Korea and Vietnam and was awarded two Silver Stars. He was graduated from the Army War College and earned an MA from George Washington University. After a series of important command and staff assignments, he was advanced to 4-star rank as the Commander of



Allied Land Forces Southeastern Europe and retired in 1978. His second in command for three years was the dean, his Brother Rat Jim Morgan. When General Morgan decided to retire in 1984, ever my mentor, he encouraged me to apply for the position of Dean of the Faculty. Fortunately for me, General Walker accepted the risk. He supported many of the initiatives that Morgan and I promoted, including foreign studies and exchanges, and the establishment of the S-2 system in the Corps of Cadets. In his last years he wrestled with the issue of mandatory commissioning which he hoped to retain. But the Commonwealth advised the Board of Visitors that we were placing ourselves and the State in the position of enforcing a federal contract. The all-volunteer effort prevailed and we now have a strengthened element of ROTC in our core curriculum.

Lieutenant General John W. Knapp '54

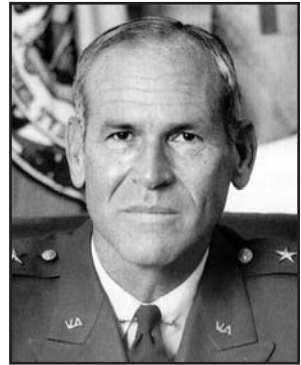
When General Walker announced his plans to retire in the fall of 1988, the Board of Visitors wanted time to deliberate the selection of the next superintendent, and it was only natural that they ask me to serve in an acting capacity for at least the next six months. I had been on the faculty nearly 30 years, the last five of which I had been Walker's deputy, and I was also serving then as a major general in command of an Army Reserve Division. I also needed time to decide whether I would submit my name for consideration.



Within six weeks, however, the nature of the game shifted dramatically. The U.S. Justice Department called on the Institute and the Commonwealth to justify our all male status, because they had received a complaint. The question was not entirely new; we had studied a Supreme Court decision of the early 1980s that upheld single gender admissions in state institutions if adequate opportunities existed elsewhere in the state. There is not time to review the case here, but the trials that ensued would occupy our energies for the whole of my tenure. We stood in defense of the value of single gender education, and along the way helped develop the all-female program at Mary Baldwin College which thrives today. We never argued that we couldn't integrate. By the time we had satisfied the trial court twice and the appellate court twice, I was ready to retire. In the meantime, too, we had experienced the First Gulf War and a significant recession with a drawdown of state appropriations. I didn't disappear. Instead, as a local resident, I took on community projects, including election to City Council for 10 years, the last eight of which were as mayor.

Lieutenant General Josiah Bunting III '63

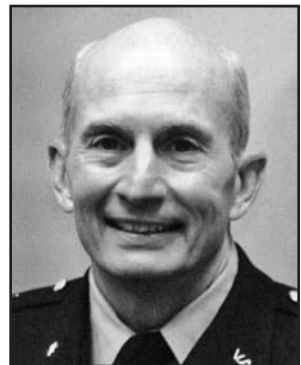
For the 13th superintendent, the Board turned to a distinguished and accomplished alumnus, Josiah Bunting III '63. He had been First Captain, the Cadet Regimental Commander, had then won a Rhodes Scholarship and went on to earn BA and MA degrees with honors from Oxford University. Army service followed from 1966-1973 with a tour of duty in Vietnam and teaching at West Point and at the Naval War College. From 1973-1977 he was the president of Briarcliff College, an all-women's institution, and from 1977-1987, the president of Hampden-Sydney College, an all men's college. From 1987-1995, he was head master of the Lawrenceville School in New Jersey. Along the way he had become an acclaimed author. In the years of our court trials, he was an expert witness for VMI and the value of single gender education. Before his first year was out, the Supreme Court ruled that our all male policy was unconstitutional. The marching orders were clear, and with the Board's support, General Bunting undertook the transition which, to his everlasting credit, was accomplished with admirable results.



Needless to say, as a VMI graduate and long time faculty member I was well aware of Bunting's professional success. We may have become acquainted first in 1959 when he matriculated as a cadet and I first joined the staff as Captain Knapp, an eager instructor and tactical officer. When his prize winning novel about Vietnam, *The Lionheads*, was published in 1972, there appeared a certain Captain Knapp, but Bunting told me later that it was simply the random selection of a good Anglo-Saxon name.

Brigadier General Robert L. Green '67

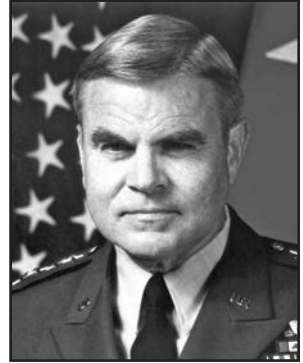
In the fall of 2002, General Bunting requested a leave of absence in preparation for retirement but also to devote time to finishing off a capital campaign that had begun earlier in his tenure. The Board selected Brigadier General Robert L. Green '67, the deputy superintendent for finance and administration to serve in an acting capacity until the 14th superintendent could be selected. Green graduated in civil engineering after my first year as department head, and I hired him as an instructor with a year's delay before reporting for active duty in the Corps of Engineers. He served in Vietnam, and then



earned a master's degree at UVA, before entering practice with a prestigious engineering firm. In less than 20 years he became president of the firm and held that position for nearly 10 years. In 1997, he returned to Lexington and accepted the first of several administrative positions he has held since then at VMI. He has also held visiting and adjunct professorships in engineering. Of course, he is still deputy superintendent and naturally the source of some special pride for me.

General J.H. Binford Peay III '62

We come now to the current superintendent, the 14th, General J.H. Binford Peay III '62 who is about to enter his tenth year in the position. We might skip lightly over him on the grounds that it is not fair to pass judgment on an incumbent. But that would seem to ignore the most outstanding military career of a graduate in memory, and the obvious new physical plant or the enrollment and commissioning statistics of the last decade. On both accounts, we have at hand the ultimate proof of my thesis topic on front rank citizen soldiers. It is important to note that he has been at the helm through the longest war in our history, and he currently is in the throes of coping with a terrible recession.



After a sterling cadetship, including the award of the Cincinnati Medal at graduation, he entered active duty which carried him through two tours in Vietnam and then command of the 101st Airborne Division in the First Gulf War. Among his many decorations are the Silver Star and a Purple Heart. There were important assignments in the Pentagon as well as varied troop duties and schools, including the Army War College and an MA from George Washington. Eventually he was promoted to four star rank as the Vice Chief of Staff of the Army, followed by a culminating tour as Commander in Chief of United States Central Command with responsibility for 20 countries in Africa, the Middle East, and South Asia. In retirement, he became chair and CEO of Allied Defense Group in Northern Virginia from 1997 to 2003. My association goes back, so to speak, to the beginning of this rendition. We were from the same hometown and went to the same high school. Our fathers knew each other as VMI graduates and Army Reservists. We both were Eagle Scouts who worked, some years apart, as water front directors at our Council's Scout Camp. When I returned to the faculty in 1959, I had Cadet Corporal Peay in my first set of classes. Many years later we wound up assigned to the Pentagon at the same time. I trust my long standing feeling of attachment is obvious.

As we summarize the characteristics and keynote features of the citizen soldier service of the 14 superintendents, refer to Figure 20. Not only did all of them serve at the Institute during one or more of our major wars but they also each had a role in at least one of the wars,

		US Major Wars			
		War	Dates	Supes Affected	VMI Losses
Smith	1				
Scott Shipp	2				
Nichols	3				
Cocke	4	Mexican War	1846-48	1	3
Lejeune	5	Civil War	1861-65	1,2	240
Kilbourne	6	Spanish American War	1898	2	3
Marshall	7	Philippine Insurrection	1899-1902	2	3
Milton	8	World War I	1917-18	3	57
Shell	9	World War II	1941-45	6	185
Irby	10	Cold War	1947-91	7-12	---
Walker	11	Korean War	1951-53	7,8	19
Knapp	12	Vietnam War	1964-75	9,10	39
Bunting	13	Persian Gulf War (ODS)	1990-91	12	2
Peay	14	War on Terror	2001-present	13,14	15

Figure 20 Superintendents and US Major Wars

whether in an active or reserve status or in some war related appointment. The numbers of losses they had to suffer while superintendent are only approximate and, regrettably, still going on.

The next three figures are ones that were used in my first two lectures. Figure 21 is a set of six characteristics of successful leaders compiled by my War College seminar, with credits to General Matthew Ridgway who had advanced his own 3Cs. Here they are expanded to depict on the left three internal characteristics and on the right three external or exhibited characteristics.

Three Cs	+	Three Cs
I. Character		IV. Compassion
II. Commitment		V. Candor
III. Courage		VI. Competence

Figure 21. Leadership Traits – 3Cs + 3Cs

Figure 22 is Douglas Southhall Freeman’s definition of *character* which he offered off-hand in a question and answer period. Finally, Figure 23 offers an expanded definition of the six characteristics. They are given here as the basis for further discussion or questions.

CHARACTER is that quality in a man that makes him, in an hour of strain, always to do the *just* thing and if possible the *generous* thing—and to tell the *truth* instinctively. (DSF, 1949)

Figure 22. Definition of Character (D S Freeman)

Three Cs	+	Three Cs
Character		Compassion
<i>Just & True</i>		<i>Civility & Respect</i>
Commitment		Candor
<i>Duty & Service</i>		<i>Sincerity & Humility</i>
Courage		Competence
<i>Physical & Moral</i>		<i>Professional & Personal</i>

Figure 23. Leadership Traits Expanded