

Book Reviews

BIOGRAPHIES

The Life and Work of General Andrew J. Goodpaster: Best Practices in National Security Affairs

By C. Richard Nelson

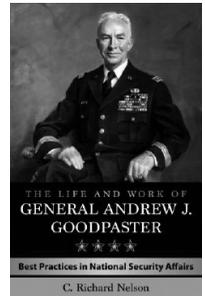
Reviewed by Charles D. Allen, professor of leadership and cultural studies, US Army War College

The *Life and Work of General Andrew J. Goodpaster* is part of the American Warrior series from the Association of the United States Army (AUSA) that examines unique historical contributions of individuals with enduring legacies. The subject of this book, Andrew Goodpaster, is an iconic military leader and exemplary national security professional who many feel has not gotten proper acknowledgment commensurate with his impact. This reviewer was understandably cautious and approached the task with healthy skepticism, given the project was sponsored by two activities for which Goodpaster was associated for more than a decade. Written as a biographical tribute, the book is published in partnership with the AUSA, the Atlantic Council, and the Eisenhower Legacy Council.

C. Richard Nelson has impressive credentials as a soldier-scholar and is eminently qualified to present Goodpaster to a new generation of national security professionals. The author retired from two careers—as a US Army officer and an analyst with the Central Intelligence Agency—during which he served on the faculty of the Command and General Staff College as well as the National Defense University. With a PhD in international relations, he also served as director of the international security program under Goodpaster at the Atlantic Council. Nelson thus had close association with the subject to complement his intensive and comprehensive research on Goodpaster. His effort more than adequately addressed the shortcomings noted in the 2013 book *Unsung Hero: The Life of Gen. Andrew J. Goodpaster* by Robert Jordan. Indeed, it is over a hundred pages longer.

Nelson appropriately organizes this book into three major sections: “Earning a Reputation,” “Conducting National Security Affairs,” and “Collaborative Leadership” to present chronologically the growth and development of a farm boy who would become one of the mostly highly sought after and respected strategic advisors of our nation. A quick reading of the three-page selected chronology (298–300) illustrates the breadth and depth of Goodpaster’s service and contribution to US national security.

Goodpaster’s intellect and leadership talent were recognized while a cadet at the United States Military Academy (West Point). There he caught the attention of Colonel George “Abe” Lincoln who taught in the Department of Social Science. Within five short years after graduation, Goodpaster established himself as a warrior-leader, earning the Distinguished Service Cross, Silver Star, and two Purple Hearts as an engineer battalion commander with his unit fighting as infantry in the World War II Battle of Monte Cassino. It was Colonel Lincoln who subsequently advocated for Lieutenant Colonel Goodpaster to be



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assigned with him as a strategic planner for Army Chief of Staff General George C. Marshall. There he learned at the feet of the master strategic leader and thinker Marshall. For his broadening experience, Goodpaster was a member of the initial officer cohort of the “Lincoln Brigade” of soldier-scholars sent off to civilian education—within three years, he earned two masters degrees and then a PhD in international relations from Princeton.

Goodpaster’s reputation for strategic thinking and staff coordination led to his selection to serve with the first Supreme Allied Commander Europe (SACEUR) General Dwight D. Eisenhower. It was Goodpaster who drafted General Order Number 1 (GO #1) by which Supreme Headquarters Allied Powers Europe (SHAPE) assumed operational control of sovereign national forces for the North Atlantic Treaty Organization. Less than two decades later, the GO #1 drafter would become the SACEUR. The SHAPE assignment was the start of a long mentoring relationship and friendship between Eisenhower and Goodpaster.

When Eisenhower became president of the United States, Goodpaster served as his staff secretary and the president’s defense liaison officer. Goodpaster was clearly the progenitor of National Security Council (NSC) methods and procedures now collectively referred to as the interagency process. Subsequent to the Eisenhower administration, Goodpaster served Presidents John F. Kennedy, Lyndon B. Johnson, and Richard M. Nixon in varied capacities interspersed with traditional command and staff assignments for a military flag officer. Those assignments included commanding general of 8th Infantry Division, director of the Joint Chiefs of Staff, commandant of the National War College, deputy commander of US Military Assistance Command Vietnam, and SACEUR.

In his retirement, Goodpaster continued to serve in the arena of national policy and strategy formulation in advisory groups, commissions, academic institutions, and think tanks. This reviewer read in anticipation of discovering what else Goodpaster had been a part of. Like a strategic “Forrest Gump,” Goodpaster was just off camera for Eisenhower’s New Look, Kennedy and Johnson’s assessment of Vietnam, Nixon’s NATO-Warsaw Pact détente, and as other presidents wrestled with a new world order of the post-Cold War era as well as challenges of a new century.

In reflection, an appropriate subtitle for this book would also be *A Profile in Strategic Leadership: A Talent Well-Managed*. Goodpaster’s career exemplified the frame of reference development and the metacompetencies (conceptual, technical, and interpersonal) in the *US Army War College Strategic Leadership Primer* (Gerras, 2010).

Nelson has captured the legacy of principled leadership demonstrated by Goodpaster. As Nelson offers in the preface, “Each new generation of national security officials believes they are facing challenges of unprecedented complexity and uncertainty. In retrospect, however, all challenges are similar to the extent that they all need to be well thought through” (x). This book establishes that Goodpaster, over the course of his long service to the nation, could answer in the affirmative to the question often posed by his mentor Marshall, “Are you confident that you’ve thought this through?” Current and future national security

professionals, both uniformed and civilian, will be well-served to consider and think through the lessons offered by this American warrior-scholar.

Our Year of War: Two Brothers, Vietnam, and a Divided Nation

By Daniel P. Bolger

Reviewed by Mike Perry, Executive Director, Army Heritage Center Foundation

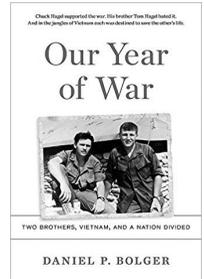
Lieutenant General (Retired) Daniel P. Bolger writes in the preface of *Our Year of War: Two Brothers, Vietnam, and a Divided Nation* that he seeks “through the story of Chuck and Thomas “Tom” Hagel, to explain the lasting significance of the tumultuous events of Vietnam and 1960s America”. While he does not fully meet this goal, leaving many aspects of 1960s America and Vietnam unexplored, he does knit together valuable and focused insights on the political and social environment of the mid-1960s, the Army, its culture, and the Vietnam War. He explores how American reaction to the Tet Offensive affected the conduct of the American approach to the war in Vietnam, the Army leadership, and the soldiers who fought there. For Bolger, the Hagel brothers provided a valuable and useful structure for his analysis.

The Hagel brothers’ Army experience began when victory in Vietnam was still expected, and both volunteered for service in the Army. After basic and advance infantry training, both were assigned to Vietnam. Chuck Hagel, the future senator and secretary of defense, arrived first in December 1967 and Tom, a future attorney of note, in mid-January 1968. Through some gamesmanship, the two brothers were assigned to the same platoon of Company B, 2nd Battalion, 47th Infantry Regiment, 9th Infantry Division. The two brothers were inseparable, serving as crewmen on the same infantry personnel carrier and often sharing the responsibility of walking point on combat patrols.

Their battalion’s area of operations, west of Saigon, included nearby installations such as Long Binh Post, the Army’s largest, and Tan Son Nhut Air Base. During the Tet Offensive, both installations were major objectives for the North Vietnamese and Viet Cong forces. The mobility of their units drew them into some of the hardest fighting of the war.

Bolger’s exploration of the post-Tet fallout in the United States is sound. He details and effectively describes how the North Vietnamese public relations victory effected the decision of President Lyndon B. Johnson not to seek reelection and the impact the assassinations of Martin Luther King Jr. and Robert Kennedy had on the social fabric of the country. He successfully highlights how the raucous 1968 Democratic Party convention in Chicago and the campaign of George Wallace helped facilitate the election of Richard Nixon to the presidency; however, much more can be written about Tet’s effect on the home front. What Bolger does most effectively, however, is explore Tet’s effect on the Army, the Army’s approach to the war, aspects of the Army’s culture, and the effect of the changing environment on those who fought.

The public relations’ victory of North Vietnamese and Viet Cong forces, though not reflected on the battlefield, led to the departure



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