

SHALI

A TRIBUTE TO JOHN M. SHALIKASHVILI

THE NATIONAL BUREAU *of* ASIAN RESEARCH

THE GENERAL WHO ADVANCES WITHOUT COVETING FAME AND RETREATS
WITHOUT FEARING DISGRACE, WHOSE ONLY THOUGHT IS TO PROTECT HIS COUNTRY
AND DO GOOD SERVICE FOR HIS SOVEREIGN, IS THE JEWEL OF THE KINGDOM.

Sun Tzu, The Art of War



George Russell and John Shalikashvili—2004

He is a career military man, a world-class strategic thinker, and a skillful consensus builder. He is also a great bipartisan leader in the tradition of the late Senator Henry M. Jackson, the Washington Senator to whom NBR traces its roots. He is as down-to-earth as they come. He is the man we are honoring, the general we all know as “Shali”.

They say “Great accomplishments start with dreams—and dreams are brought to fulfillment by unswerving dedication, preparation, and plain hard work.” As a young boy, first in wartime Poland and then in Germany, John Shalikashvili must have had his share of dreams. But he could not have possibly imagined that one day he would end up in the United States, drafted into its Army as a private and, after a 39-year career, leave as the nation’s high-

est-ranking military officer, Chairman of the Joint Chiefs of Staff.

In true American spirit, Shali selflessly worked his entire life to promote democracy around the world through the strong, yet compassionate, extension of American national interests. As Chairman, and after, he also devoted his talents to addressing the most intractable security challenges in Asia, including the China-Taiwan issue and the North Korean nuclear program. In doing so, Shali recognized that America’s policymakers need the perspective of the best civilian minds in the world to help inform their decisions.

This thinking guided his enthusiastic interest in NBR’s work, his commitment to the institution as a leading director, and his critical advisory role on security-related research, especially the Strategic

Asia program. To honor these contributions and those he made as a truly remarkable soldier, we are establishing the Shalikashvili Chair in National Security Studies at NBR, with tremendous appreciation for the enthusiastic support of his family, friends, and colleagues around the world. Thank you for joining us in our tribute to Shali.

To Shali, I say, thank you for your 39 distinguished years in uniform serving our nation, and, since your retirement from public service, for your remarkable tenure as an NBR director.



GEORGE RUSSELL

The National Bureau of Asian Research

DEAR SHALI,

We are here today to honor you and to thank you for your extraordinary leadership and service to your country—as a soldier and as a civilian.

You and I have been through much together. We have had some successes and some failures. The challenges we faced together—both as public servants and as private citizens—were tenacious. From Bosnia to Somalia to the Taiwan Strait—your council was defined by integrity, and your effort by determination and courage. But your most important inspiration to me was your dedication to our troops.

When you stepped down as Chairman,

you reminded us all that “Other militaries might envy us and our high-technology equipment. But they stand in awe of our young men and women in uniform, and the sergeants and the petty officers who lead them. Our men and women in uniform were always, are now, and forever will be the key to our operational excellence. No technology is about to change that. We must never forget their sacrifice. We must never underestimate their importance. And we must never cut back on our support for them or their families.” And now, maybe more than ever, we as Americans should heed your advice and example and

redouble our commitment to our service men and women and their families.

Shali, I am honored to be counted among your friends and sincere when I say “No Secretary of Defense ever had a better Chairman!”

Your Secretary,

A handwritten signature in blue ink that reads "William Perry". The signature is fluid and cursive, with a long, sweeping tail on the letter "y".

WILLIAM PERRY
Stanford University



John White, Sam Nunn, William Perry, and John Shalikashvili—Stanford University, 1996



Eielson Air Force Base, Alaska, 1960

It is the privilege of a lifetime to have worked with and learned from General John Shalikashvili. When I first met him in the Pentagon in the early 1990s, he was Supreme Allied Commander, Europe, the Berlin Wall had recently come down, and throughout western and eastern Europe military leaders looked anxiously to Washington for a vision of Eurasia's security future. John Shali exhibited an ability to see into the hopes and fears of these European leaders at a pivotal moment in history, interpret them to Washington, and shape them deftly to America's purposes. The result was a west-

ern Europe recommitted to its transatlantic ties, an eastern Europe integrated through Partnership for Peace and NATO membership, and a Russia that did not descend into the malignant self-pity of Weimar Germany. As Chairman of the Joint Chiefs of Staff, Shali and Bill Perry formed the most capable and respected civilian-military leadership team in post-war history. Wise, firm, never blowing with the headline winds or strategic fads, Shali gave the Secretary of Defense and President his candid military advice and then oversaw the execution of their orders with amazing managerial acumen. He left

behind stability in Europe, peace in the Balkans, warming relations with China, and—most importantly—the superb U.S. military that has performed so well in Iraq, Afghanistan, and the war on terror. Through all these accomplishments, and all my work with him inside and outside of government, he has shown decency and civility that are so rare in Washington and, indeed, anywhere.

DR. ASHTON CARTER
Harvard University

When I first met General Shalikashvili at Fort Lewis in Washington State, I knew this was someone very special. He was the kind of leader who encouraged and energized troops serving under his command and who inspired an unbelievable amount of loyalty among officers at all levels. I recall thinking at the time that this was the most unique combination of a “soldier’s soldier” and an “officer’s officer” I had ever encountered, and my later interaction with General Shali only confirmed that assessment. And only later did I understand how much his life story was an

inspiration in itself—fleeing from Poland during the Nazi aggression to his adopted country here, where he dedicated himself to military service and spent his career “repaying” the nation for the freedom it offered to him. He was the natural choice to become Chairman of the Joint Chiefs, and during his tenure it was apparent to me on the Defense Appropriations and Intelligence Committees that his advice to the President and to the Defense Secretary reflected his strikingly clear vision of U.S. interests in the world and the role of military force. I appreciated his friendship

and advice, and when I learned that he was returning to the Puget Sound area after retirement, I urged him to share his wisdom and experience with NBR. True to form, he made an enormous commitment of time and energy to NBR programming, because he understands the real strategic importance of Asia in the 21st century. The Shalikashvili Chair at NBR recognizes those contributions as much as it extends the vision he has brought to NBR.

CONGRESSMAN NORM DICKS



Leading a training exercise—Fort Lewis, Washington, 1988



Farewell Address—Fort Myer, Virginia, 1997

It was my enormous honor to serve as the Vice Chairman of the Joint Chiefs during General John Shalikashvili's term as Chairman. Having had the pleasure of serving our country for over 30 years, over 10 of which were in the Pentagon, I had never known a more committed and loyal military officer than he was. All of us knew him for "Duty, Honor, and Country." I know him for that but also

for being a true *visionary*. Shali always thought about the strategy for the future while he was leading us in the present. He cared about the spirit of engaging our allies and friends around the world, he was committed to the Atlantic Alliance in a way that put him in a very special leadership group among nations, and he was deeply involved with me in the program decisions for new weapons systems

funding which would determine the *future* capability of our country's military. It was my great honor to have served by his side, and it is my honor to be a small part of this event to acknowledge his great contributions.

ADMIRAL (RET.) WILLIAM OWENS
AEA Investors

John Shalikashvili enjoys and deserves our unrelenting admiration and respect. As a military leader with global wisdom and concern, he led our nation's armed forces with intelligence and distinction. But he played a larger role on the national and international stage as a gentleman with strategic vision, wise judgment and solid policy advice to offer his government, his colleagues, and even

our opponents. General Shalikashvili was a voice of wisdom and knowledge in the interagency deliberations in which he participated. He always came well prepared, knew the subjects well—many of them first hand—and took into account the special nature of the problems with which he had to deal. This all reflected a lifetime of service in Europe, the Middle East, Asia, and beyond. It also reflected

Shali's dedication to the security and prosperity of the United States, despite not having been born here. He brought to all of his work that special vision of a person who chose to be an American rather than having the great good fortune of merely having been born here.

AMBASSADOR THOMAS PICKERING
The Boeing Company



Aboard Air Force One



Operation Provide Comfort—Turkey and Northern Iraq, 1991

General Omar Bradley, the first Chairman of the Joint Chiefs of Staff, spoke with great eloquence about the qualities that the position of Chairman demanded. “Leadership in the democratic army,” Bradley said, “means firmness, not harshness; understanding, not weakness; justice, not license; humaneness, not intolerance; generosity, not selfishness; pride, not egotism.” Few men have embodied those qualities more broadly or fully than John Shalikashvili. As Deputy Secretary of

Defense during Shali’s tenure as Chairman of the Joint Chiefs of Staff, I had the pleasure of working with him and Secretary of Defense Bill Perry on some of the most pressing security issues of our time. Shali’s leadership was exceptional for a number of reasons. He was a deft strategist and a keen analyst of international affairs, he was committed to strengthening and expanding our alliances, and he had a profound sense of responsibility for the lives and well-being of our enlisted men and

women. Most of all, though, Shali had a vision for international security and stability that was as remarkable for its clarity as it was for its lack of sentimentality. His wisdom, decency, compassion, and service to this nation are great cause for celebration and commemoration, and it has been a privilege to be able to play a small role in honoring him here this evening.

DR. JOHN WHITE
Harvard University



GENERAL JOHN M. SHALIKASHVILI



General John M. Shalikashvili—known universally as “Shali”—is a quiet man whose modest manner does nothing to advertise his extraordinary accomplishments. Born a “stateless person” displaced by war, Shali found in the United States a land of hope and opportunity, a land where an unprivileged immigrant could rise to one of the nation’s highest positions of leadership. Drafted into the Army as a private, Shali held positions of command in Europe and NATO before becoming the U.S. military’s highest-ranking officer: Chairman of the Joint Chiefs of Staff (1993–1997). His success embodies the hope that America represents for people everywhere who yearn for peace, freedom, and perhaps above all the chance to participate in shaping the world their children will inherit. America

gave Shali the opportunity to develop and use his potential, and he has rewarded his country with over four decades—and counting—of dedicated service to help the nation live up to its greatness.

“Shali has added such enormous value to his country,” says George Russell, Chairman of the Board of Directors for The National Bureau of Asian Research (NBR), on which Shali serves as a director. “He is one of the most competent people I’ve met in 48 years of business.”

Throughout his career, Shali has demonstrated a rare style of leadership, informed not only by intellect but also by worldly, unsentimental, yet deeply-felt empathy for those who suffer in war. Shali’s greatest contribution to his country is that, having learned a great deal about war, he has used this knowledge skillfully

to wrest peace out of difficult situations.

He was born in 1936 in Warsaw, Poland, the second of three children. His father, Dmitri Shalikashvili, was a Georgian colonel who had fought for the Czar and for Georgian independence from the Soviet Union. His mother, Maria, was the daughter of a Russian general and a German lady-in-waiting to Czarina Alexandra. Having fled Russia in the wake of the revolution, the two met and married in Warsaw, which, in the years leading up to the Second World War, had become a haven for expatriates.

Shali remembers his father as a kind and gentle man, and his mother as caring, strong, and resourceful. His parents taught him lessons he took to heart: to be compassionate to others, and to think about his own experiences in light of the larger

historical context unfolding all around him. Shali recalls, “My parents always encouraged me to understand what is going on in the world, how all of this is hanging together.”

Shali was still a toddler when the German Army invaded Poland in 1939, commencing a brutal occupation of Warsaw. The family survived years of wartime hardship and separation, and were made homeless when their apartment building was bombed during the Warsaw Uprising in 1944. They then fled to stay with relatives in Germany, where Dmitri rejoined them after the war.

Dmitri and Maria saw little hope or opportunity in Europe for their two sons, John and Joe, and their daughter Gale. Though it meant starting their lives over when Dmitri was in his 60s, in 1952 they emigrated to Peoria, Illinois, sponsored by a friend named George Luthy and his family. Dmitri found work as a book-keeper, Maria as a file clerk. Six years later the Shalakashvilis were sworn in as

American citizens. It was Shali’s first and only citizenship.

Shali did not set out to have a career in the military. In June 1958 he earned a B.A. in mechanical engineering at Peoria’s Bradley University, and planned to start work at Hyster, a lift truck company. But within weeks he was drafted into the Army as a private, and his plans changed.

“He found a real calling,” recalls former Secretary of Defense Dr. William Perry, who has worked closely with Shali for years. “He was a natural military leader.”

With the support of his wife Joan, whom he met in Germany and married in 1966, he rose rapidly through the military ranks. Of his parents’ marriage, their only son Brant says that “He wouldn’t have gotten far without her. What a good team they’ve been.”

Shali became known as an unusually capable leader, with a combination of skills not often found in one person: logistical, strategic, and emotional intelligence. In

his memoir *My American Journey*, Colin Powell—who became Shali’s mentor, and preceded him as Chairman of the Joint Chiefs—recalls that he was “much impressed” by Shali. “I remember concluding at the time that there was no limit to this officer’s potential.”

Shali excelled at managing complex operations, and was instrumental in some of the most successful military operations in American history. One of these unlikely victories was Operation Provide Comfort, the 1991 rescue of hundreds of thousands of Kurdish refugees trapped in the mountains of Iraq at the end of the first Gulf War.

To rescue the Kurds without destabilizing the region required a deft handling of logistical, geographic, cultural, and diplomatic challenges. “It turned out to be a very extensive operation,” Shali notes, with typical understatement. “First, we had to find out: Where were the Kurds?”

Finding the refugees and moving them through the mountains to temporary safe

zones was a formidable task in itself, but equally great were the challenges of persuading the governments of both Iraq and Turkey to cooperate, and negotiating the refugees' timely return to their home villages.

In his book *War in a Time of Peace*, historian David Halberstam cites a remark by Mort Abramowitz, the American ambassador to Turkey at the time, about Shali's remarkable leadership of Operation Provide Comfort: "There was about him something unusual, a sensitivity to refugee problems you did not normally expect to find in military men, a genuinely profound humanitarian streak. He was a superb diplomat as well as an excellent soldier in a very, very difficult moment."

In that mission and many others—notably "Operation Joint Endeavor," the NATO peacekeeping mission in Bosnia that began in 1995, success depended equally on logistics and diplomacy, on an understanding of history and human nature, as well as top-notch efficiency

in leading troops and coordinating the movement of equipment and supplies.

Dr. Perry notes that the intervention in Bosnia required unprecedented planning to minimize the chance that soldiers would be killed in the dangerous, unstable conditions. "Many were predicting that we would lose hundreds of soldiers," Perry recalls. In fact, none were lost.

Perry attributes this "incredible performance" largely to Shali. "This is a man who deeply cared about his soldiers; and a consummate professional who planned in detail to ensure adequate force. We actually walked over the bridge on the first day the troops went in—he was right there when everything was happening. He talked with troops as father to son; I saw that up close over about a year, and was very impressed."

Shali believes that his wartime childhood shaped the man he became. Throughout his career, he has been sensitive to the plight of ordinary people, both

enlisted and civilian, in wartime. Shali has brought to his lifelong work the same compassionate resourcefulness, and the same urgency, that helped his own family survive war.

He is driven by a sense of responsibility that he relates to his own early experiences. "I have seen in my lifetime," he says, "that some things are so morally reprehensible that you and I should not be able to say, 'That's not my business.'"

In Shali's view, peace is not an ideal but a possibility, always pragmatic and specific, grounded in local histories and unique circumstances. He believes the military must "help diplomats shape the environment" to create the conditions needed for peace in a particular time and place.

This vocation has kept him hard at work since his retirement from the military in 1997, even after suffering a stroke in 2004. Dr. Perry notes that Shali has "remarkable tenacity." Perry adds, "He doesn't seem to be willing to give up, so there's obviously something driving him.

He believes he has something to contribute to world peace and to the well-being of soldiers in the Army.”

If Shali has a single defining quality, a strength that knits his many skills together, it may be his ability to see the world not only through his own discernment, but through others’ eyes as well.

Empathy is the key to his style of leadership, which has been described as “supportive” and even “fatherly.” It says a good deal about Shali that his son Brant has been working as his assistant since 2002, and calls him “a great boss.”

Those who work with him often remark on Shali’s knack for making others comfortable. “He can make a great working relationship with virtually anyone,” observes George Russell. “I’ve never seen any ego.”

Via e-mail (from his post in Iraq in December 2005), Shali’s former aide Colonel Bryan Norman tells a fitting story: Once, after Shali paid a visit to a Marines

training area in California, he had a hard time getting back to Washington. Early the next morning after the visit, a military helicopter took Shali and Norman to a nearby regional airport, where they planned to catch a civilian flight home to D.C. Wearing civilian clothes, they landed at 4:00 a.m. in the middle of the runway at the airport, which was closed. They were walking across the tarmac, among DC-9s and larger aircraft, when three police cars pulled up, sirens blaring and lights flashing. At gunpoint, officers forced them to the ground.

In his good suit, Shali calmly lay on the dirty tarmac while the police considered his story. Finally accepting it, the officers called for a service truck to ferry the general and his aide outside the restricted area. “Here we are,” Norman remembers, “lugging our bags and MG Shali put in the back of this greasy, dirty pick-up truck.”

Norman was acutely aware that he, as Shali’s aide, was responsible for the travel arrangements. But Shali merely remarked,

“Next time, we will take the bus.”

Shali’s empathy has been crucial in diplomacy as well, where success depends on being able to understand others’ priorities and anticipate their reactions.

Dr. Perry remembers a tense moment in U.S. relations with China in 1996. “China fired a volley of missiles that landed two miles off shore of Taiwan,” says Perry. “We considered that a provocative act and we decided to send two carrier battle groups to Taiwan.” Shali persuaded Perry that the right course of action was to send the battle groups to the vicinity, but not into the Taiwan Strait. He reasoned that this action would communicate the desired message to China, without being perceived as an unbearable humiliation, or escalating the conflict.

Then, Perry notes, Shali mobilized both battle groups and had them on their way within 24 hours—an impressive feat in itself.

Perry points out that Shali “was a master at giving advice in ways that were not

intrusive, yet were very clear and firm. There was no misunderstanding where he stood on issues. At all times he was very calm and clear and deferential, but he never backed down from his position. I think that's entirely characteristic of the man—a modest demeanor, but that conceals a very firm conviction.”

Shali retired from the military in 1997, but his work in service of our nation continues. After returning to Washington State, he joined the Board of Directors of The National Bureau of Asian Research and played a lead role in the development of the institution's Strategic Asia program. Shali's conviction that U.S. national security decisionmakers benefit enormously from having the assessments of the best civilian minds in the world has been key in strengthening NBR's focus on some of the most pressing international security issues of our time.

Shali also lends his wisdom and experience as a Senior Advisor to the Preventive Defense Project, a research collaboration

of Stanford University and Harvard University's Kennedy School of Government. He serves on the board of directors of a number of companies, including The Boeing Company, L-3 Communications Corporation, Plug Power, Frank Russell Trust Company, and stays involved with various civic and military organizations.

“Peace has its victories no less than war,” observed the late humorist “Kin” Hubbard, “but it doesn't have as many monuments to unveil.”

War needs monuments, it might be said, to compensate the living for our losses, to remind us of the meaning of our sacrifices. But peace is the continuation of ordinary life, with all its uncelebrated meanings preserved. Instead of monuments, the victories of peace are marked by the everyday lives of individuals, families, and communities.

There is no way to calculate how many lives have been saved through Shali's

efforts. Operation Provide Comfort alone has been credited with saving over half a million Kurdish refugees. In over 40 years of devoted service, Shali has made our country and our world safer than we would have been without him.

He has done so with a style of leadership that seems particularly well-suited to the task of protecting peace, balancing toughness with empathy, and decisiveness with an openness to learning from history and from others' perspectives. The results of his efforts may never be widely known by the public that has benefited so much from them. But as an example of what skill and dedication can accomplish, John Shalikhvili's life story stands as a quiet monument to peace.

TRIBUTE MESSAGES



L-3 COMMUNICATIONS HAS BEEN PRIVILEGED BY THE SERVICE OF GENERAL SHALIKASHVILI. HE HAS BEEN A SIGNIFICANT AND IMPORTANT CONTRIBUTOR TO OUR BOARD OF DIRECTORS, AND ALL OF US HAVE WITNESSED WHAT HE HAS DEMONSTRATED IN EVERY ASPECT OF HIS DISTINGUISHED CAREER: EXTRAORDINARY LEADERSHIP, GREAT STRATEGIC THINKING, AND PERSONAL WARMTH AND INTEGRITY.

Mr. Frank Lanza, L-3 Communications

WHEN YOU FIRST STEPPED FOOT ON AMERICAN SOIL, GENERAL SHALIKASHVILI, LITTLE DID THIS NATION KNOW WHAT PROMISE YOU HELD, WHAT PATH YOU WOULD TAKE, WHAT POWERFUL LEADERSHIP YOU WOULD PROVIDE. GENERAL, YOUR UNWAVERING COMMITMENT TO THIS NATION, YOUR STRENGTH OF CHARACTER, AND YOUR SPIRIT OF SERVICE ARE AN INSPIRATION. THIS GREAT COUNTRY IS IN YOUR DEBT FOR YOUR PASSION, YOUR EMPATHY, AND YOUR HEROISM.

Mr. David McIntyre, Jr., TriWest Healthcare Alliance

BOEING SALUTES GENERAL JOHN M. SHALIKASHVILI FOR HIS GREAT PERSONAL AND PROFESSIONAL STRENGTHS—COMMON SENSE AND AN INTUITIVE FEEL FOR WHAT IS RIGHT, A DEEP CONCERN FOR PEOPLE AND THEIR WELFARE, AND A BROAD, DEEP UNDERSTANDING OF GLOBAL AFFAIRS. AS A NATION, WE ARE STRONGER AND WISER DUE TO HIS LEADERSHIP AND COUNSEL.

The Boeing Company



Carl Mundy, John Shalikashvili, Colin Powell, Gordon Sullivan, and Thomas Moorman—1994



Serving as Deputy Commander of the U.S. Army, Europe—1989

HAVING KNOWN AND WORKED WITH GENERAL JOHN M. SHALIKASHVILI FOR MANY YEARS, I ADMIRE AND RESPECT HIS SERVICE TO THIS COUNTRY, HIS DEDICATION TO MAKING THE WORLD A BETTER PLACE, AND HIS WISE COUNSEL AND GENUINE CONCERN FOR THOSE AROUND HIM. GENERAL SHALIKASHVILI, THANK YOU!

Mr. Rudy deLeon, former Deputy Secretary of Defense

GENERAL SHALIKASHVILI'S STORY IS A UNIQUELY AMERICAN STORY. AN IMMIGRANT WHO BECAME A HERO AND A GENERAL, A MAN OF STRENGTH WHO HAS OVERCOME PHYSICAL ADVERSITY WITH GRACE AND GUTS, JOHN SHALIKASHVILI MADE THE WORLD SAFER FOR ALL OF US THROUGH HIS SERVICE TO THIS COUNTRY. THANK YOU, GENERAL, FOR YOUR SERVICE, YOUR LEADERSHIP, YOUR VISION, AND YOUR FRIENDSHIP.

Senator John Kerry

JOHN HAS BEEN A FRIEND, MENTOR, AND A GUIDING INFLUENCE TO ALL OF US ON THE PLUG POWER BOARD OF DIRECTORS. WE ARE PROUD TO BE AMONG THOSE SELECTED TO SUPPORT THE JOHN M. SHALIKASHVILI CHAIR IN NATIONAL SECURITY STUDIES.

Mr. George McNamee, Plug Power Board of Directors

WE HONOR GENERAL SHALI FOR HIS STRENGTH, WISDOM, AND VISION, BUT MOST OF ALL FOR HIS CHARACTER AND THE STAMP IT PUT ON FUTURE GENERATIONS OF AMERICAN SOLDIERS AROUND THE WORLD.

Mr. Joseph Kampf, Anteon Corporation

GENERAL SHALIKASHVILI HAS BEEN A VALUED FRIEND. HE SERVED ON THE BOARD OF DIRECTORS OF UNITED DEFENSE AND PROVIDED GREAT ADVICE AND COUNSEL DURING THE SEVEN YEARS HE SERVED.

Mr. Thomas Rabaut, BAE Systems

BATTELLE APPRECIATES GENERAL SHALIKASHVILI'S LIFE-LONG COMMITMENT TO PROTECTING OUR FREEDOMS AND TO ADVANCING SCIENCE AND TECHNOLOGY IN THE SERVICE OF OUR COUNTRY. AS A WORLDWIDE R&D ORGANIZATION, BATTELLE SHARES HIS VISION AND PASSION FOR INNOVATION IN SUPPORT OF NATIONAL SECURITY. THROUGH THE PACIFIC NORTHWEST NATIONAL LABORATORY, WHICH BATTELLE OPERATES FOR THE U.S. DEPARTMENT OF ENERGY, WE PARTNER WITH NBR ON ASIA-PACIFIC CHALLENGES. WE ARE PLEASED TO JOIN IN HONORING SHALI'S LEGACY OF NATIONAL SECURITY LEADERSHIP AND CONTINUING HIS FOCUS ON U.S. INTERESTS IN THE ASIA-PACIFIC THROUGH THE ENDOWED CHAIR.

Dr. Leonard Peters, Battelle/Pacific Northwest National Laboratory

TO A GREAT LEADER WHO INSPIRES BY HIS IMPACT ON, AND INSIGHT INTO, THE WORLD'S MOST CRITICAL CHALLENGES.

Mrs. Maria Livanos Cattai

THE PEOPLE OF CHEVRON THANK GENERAL SHALIKASHVILI FOR HIS ENLIGHTENED EFFORTS IN FURTHERING AMERICA'S SECURITY AND DIPLOMACY. HIS EXCEPTIONALLY STRONG LEADERSHIP, SELFLESS PATRIOTISM, AND DEDICATION TO PUBLIC SERVICE SET THE STANDARD FOR ALL WHO FOLLOW.

Chevron Corporation

THERE ARE MANY PEOPLE IN THE WORLD, BUT ONLY ONE
JOHN SHALIKASHVILI. HE'S A LEADER.

Mr. and Mrs. Gene Lynn

IT IS WITH PLEASURE THAT THE RUSSELL INVESTMENT GROUP HONORS GENERAL
JOHN M. SHALIKASHVILI WITH THE NAMED CHAIR IN NATIONAL SECURITY STUDIES.

Mr. Michael Phillips, Russell Investment Group

SHALI—IT HAS BEEN AN HONOR AND PRIVILEGE TO SERVE WITH YOU ON
THE PLUG POWER BOARD AS WE WORK FOR ENERGY INDEPENDENCE.

Mr. Anthony Earley, Jr.

THROUGH HIS FORMULATION AND PROMULGATION OF JOINT VISION 2010
SHALI PLAYED A KEY ROLE IN TRANSITIONING THE U.S. MILITARY ESTABLISHMENT FROM
A COLD WAR POSTURE TO ONE PREPARING FOR THE CHALLENGES OF THE 21ST CENTURY.

HIS VISION AND INTELLECT WERE KEY TO THIS TRANSITION.

General (ret.) Ron Fogleman

TO SHALI, WITH ADMIRATION AND AFFECTION.

Harman Family Foundation, Dr. Sidney Harman and Congresswoman Jane Harman

TO A GREAT PATRIOT.

Dr. and Mrs. Robert Hermann

GENERAL SHALI HAD THE STRATEGIC VISION AND PERSONAL LEADERSHIP TO BEGIN TURNING THE COLD WAR MILITARY INTO AN AGILE, HIGH-TECH FORCE THAT CAN DEFEND AGAINST MULTIPLE THREATS FROM MANY DIRECTIONS. IT'S UNLIKELY THAT ANY MILITARY CHIEF HAS STEERED OUR ARMED FORCES THROUGH TIMES OF GREATER CHANGE; IT'S HIGHLY DOUBTFUL THAT ANY COULD HAVE DONE THE JOB SO WELL.

Mr. Charles B. Curtis, Nuclear Threat Initiative

IT WAS ONE OF THE GREAT HONORS OF MY CAREER TO SERVE ON THE SENATE ARMED SERVICES COMMITTEE DURING GENERAL JOHN SHALIKASHVILI'S TENURE AS CHAIRMAN OF THE JOINT CHIEFS OF STAFF. GENERAL SHALI IS THE KIND OF MILITARY LEADER WHO INSPIRED OTHER GENERALS AND ADMIRALS TO STAND AT ATTENTION, NOT BY COMMAND BUT BY RESPECT. VERY FEW MILITARY LEADERS IN OUR NATION'S HISTORY HAVE HAD GENERAL SHALI'S INTELLIGENCE, LEADERSHIP, STRATEGIC VISION, AND DEVOTION TO COUNTRY. AS CHAIRMAN OF THE JOINT CHIEFS, SHALI HAD A KEEN AND UNIQUE TECHNICAL MILITARY UNDERSTANDING—BUT HIS STRATEGIC VISION WAS EVEN GREATER. HE UNDERSTOOD THAT THE MILITARY'S HIGHEST PURPOSE IS TO PRESERVE FREEDOM, DETER WAR, AND ADVANCE PEACE. SHALI DEFENDED THE SECURITY AND THE VALUES OF HIS ADOPTED COUNTRY, AND HIS EXAMPLE AND CAREER EXEMPLIFIED THE VALUES OF AMERICANS AND THE PRINCIPLES OF PATRIOTISM AND MILITARY SERVICE. I RANK SHALI AT THE VERY TOP OF OUR AMERICAN MILITARY LEADERS, AND OUR NATION CONTINUES TO BE BLESSED BY HIS LEADERSHIP AND HIS WISDOM.

Senator Sam Nunn



John and Joan Shalikashvili at a parade—Nuremberg, 1985



Klaus Naumann, John Shalikashvili, and Jacques Lanxade—1992

SHALI HAS BEEN A CONSUMMATE LEADER, SOLDIER-STATESMAN,
AND STEADFAST FRIEND. OUR NATION IS BLESSED TO HAVE HIS SERVICE.

Admiral (ret.) Joseph W. Prueher

IN DECEMBER, 1989, WHEN “SHALI” WAS DEPUTY COMMANDER OF USAREUR,
HE JOINED A WORKSHOP IN WARSAW THAT RAND HAD ORGANIZED WITH
THE NEW SOLIDARITY-LED GOVERNMENT. ON HIS RETURN TO HIS NATIVE
POLAND, SHALI MADE AN ENORMOUS IMPRESSION. SEEING HIM SURROUNDED
BY GENERAL STAFF OFFICERS, CHATTING IN POLISH ABOUT DEMOCRATIC
CONTROL OF THE MILITARY, IS SOMETHING I WILL NEVER FORGET.

Dr. James Thomson, The RAND Corporation

THANK YOU WISE AND VALIANT SOLDIER FOR YOUR SERVICE TO THE NATION.
AND THANK YOU FOR THE OPPORTUNITY TO WORK WITH YOU, AND FOR
YOUR FRIENDSHIP. YOU HAVE MY DEEPEST RESPECT AND AFFECTION. PAT AND
I WISH WE COULD BE WITH YOU AND JOANIE TO SHARE THIS SPECIAL DAY.

Dr. John Deutch

JOHN, TRUTH BE TOLD...STEVE BAKED THE PIE!

Mrs. Brigitte Allen, The National Bureau of Asian Research

JOHN SHALIKASHVILI IS A UNIQUE SOLDIER WHO HAS IN-DEPTH EXPERIENCE FOR COMMAND AT THE SOLDIER LEVEL AND A TOUCH FOR THE DEMANDS OF SENIOR MILITARY LEADERS OPERATING AT THE HIGHEST LEVELS OF NATIONAL AND INTERNATIONAL GOVERNMENTAL ORGANIZATIONS. HE HAS A SOLDIER'S TOUCH AND A STATESMAN'S APPROACH WHICH COMBINE TO MAKE HIM A LEADER OF STATURE AND ACCOMPLISHMENTS WORTHY OF NOTE.

General (ret.) Gordon Sullivan, Association of the U.S. Army

IT HAS BEEN A PRIVILEGE, A WONDERFUL LEARNING EXPERIENCE, AND AN ABSOLUTE PLEASURE TO COLLABORATE WITH GENERAL SHALIKASHVILI ON THE PREVENTIVE DEFENSE PROJECT'S VARIOUS INITIATIVES. SIMPLY PUT, HE REALLY IS A PRINCE AMONG MEN. MY ADMIRATION FOR HIS VISION AND ACHIEVEMENTS IS TOTAL.

Ms. Gretchen Bartlett, Harvard University, Preventive Defense Project

SHALI IS A TRUE AMERICAN PATRIOT—A SOLDIER-STATESMAN WHO HAS SERVED HIS COUNTRY WITH INTEGRITY, SKILL, AND COMPASSION.

Mr. and Mrs. Samuel Berger

A MOST DESERVED HONOR...OUR SINCERE CONGRATULATIONS.

Colonel (ret.) and Mrs. Roger Bernardi

I HAD THE PRIVILEGE OF SEEING SHALI AS HE WORKED ON THE BIG ISSUES.
HE ALWAYS DID WHAT WAS RIGHT FOR THE COUNTRY AND WHAT WAS RIGHT FOR
THE ARMED FORCES AND NEVER WORRIED ABOUT HIMSELF.

Admiral (ret.) Dennis Blair

JOHN M. SHALIKASHVILI IS A DISTINGUISHED LEADER AND STRATEGIST, AS WELL AS A
GREAT HUMANITARIAN WHO HAS WORKED TIRELESSLY TO PROMOTE UNDERSTANDING AT
HOME AND ABROAD. HIS PERSONAL ADHERENCE TO THE HIGHEST STANDARDS OF
PROFESSIONAL COMPETENCE, ETHICS, AND CONDUCT HAS BEEN AN INSPIRATION TO ALL WHO
KNOW HIM, AND HAS GAINED HIM THE GRATITUDE, RESPECT, AND ADMIRATION OF ALL.

Colonel (ret.) Billy Brooks

A SOLDIER'S SOLDIER, AN ALLY'S ALLY, AND THE CONSUMMATE MENTOR AND FRIEND.

Lieutenant General (ret.) and Mrs. David Christman

JOHN SHALI HAS DISTINGUISHED HIMSELF AS A PATRIOT, A SOLDIER, AND A
STATESMAN WHO HAS DEVOTED HIS MATURE LIFE TO THE REPUBLIC. MORE IMPORTANTLY
HE IS AN IDEAL MODEL FOR THOSE LEADERS OF THE FUTURE WHO ENTER PUBLIC
SERVICE. IT IS MOST APPROPRIATE THAT WE HONOR HIM.

Admiral (ret.) and Mrs. William Crowe, Jr.

ON BEHALF OF ALL YOUR PHYSICIANS AND NURSES, OUR LIVES HAVE
BEEN ENRICHED AND WE HAVE BEEN INSPIRED BY YOUR, JOAN'S, AND BRANT'S
INDOMITABLE SPIRIT, LOVE, AND RESILIENCE.

Brigadier General (ret.) and Mrs. Michael Dunn, U.S. Army

SHALI HAD IMMEDIATE IMPACT WHEN HE JOINED THE NBR BOARD. HE SUGGESTED
WE MEET IN BEIJING—WE DID—AND INSPIRED ONE INITIATIVE AFTER ANOTHER.
HE BROUGHT A VISION FOR SECURITY STUDIES, SAVVY EFFECTIVENESS, ELOQUENCE, JOANIE,
BRANT AND THE EXTRAORDINARY BONDS EVIDENCED IN THESE PAGES. WE ARE DEEPLY,
DEEPLY HONORED THAT JOHN'S LEADERSHIP AT NBR CONTINUES.

Dr. Richard Ellings, The National Bureau of Asian Research

IT IS AN HONOR TO SERVE WITH JOHN SHALIKASHVILI ON NBR'S BOARD.
HE IS TRULY A GREAT AMERICAN.

Mr. Thomas Fisher

SHALI—IT HAS BEEN A PRIVILEGE TO SERVE WITH YOU ON THE NBR BOARD,
YOU CONTINUE TO BE AN INSPIRATION TO ALL.

Mr. Mark Schulz, Ford Motor Company

THANK YOU FOR YOUR MANY CONTRIBUTIONS OVER SO MANY YEARS. OUR COUNTRY
AND ITS COMMUNITIES ARE BETTER PLACES BECAUSE OF YOUR GREAT WORK.

Dr. Gary Kaplan



Alaska, 1960



Farewell Ceremony—Fort Myer, Virginia, 1997

AS WE HONOR A GREAT SOLDIER AND STATESMAN FOR HIS CONTRIBUTIONS TO THE HIGHEST COUNCILS OF GOVERNMENT, IT IS ALSO IMPORTANT TO RECALL THAT THROUGH HIS EXAMPLE GENERAL SHALIKASHVILI HAS INSPIRED COUNTLESS YOUNG SOLDIERS, AIRMEN, SAILORS, AND MARINES. WITH EXTRAORDINARY INTELLIGENCE AND ROCK-SOLID CHARACTER, HE HAS SERVED AS AN EXAMPLE TO SEVERAL GENERATIONS OF YOUNG MEN AND WOMEN IN THE ARMED FORCES. HE HAS MENTORED MANY, INCLUDING A YOUNG PRIVATE FIRST CLASS LIVINGSTON MANY YEARS AGO. I WILL ALWAYS BE GRATEFUL FOR HIS CONTRIBUTIONS TO OUR COUNTRY AND TO ME.

Dr. Steven Livingston

JOHN SHALIKASHVILI IS A TRUE AMERICAN HERO. HE POSSESSES THE INDIVIDUAL STRENGTH OF CHARACTER THAT IS AT THE CORE OF OUR VALUES. FOREIGN BORN, EMIGRATING TO THE U.S. AT AN EARLY AGE, ADAPTING TO A NEW CULTURE, ELECTING TO SERVE HIS ADOPTED COUNTRY ABOVE ALL OTHER ENDEAVORS, AND GRAVITATING TO THE HIGHEST LEVELS OF LEADERSHIP, JOHN'S JOURNEY IS PAVED WITH SIGNIFICANT CONTRIBUTIONS TO OUR WAY OF LIFE. HE IS THE KIND OF MAN OUR CHILDREN SHOULD KNOW ABOUT, THE FINEST OF AMERICAN ROLE MODELS. I FEEL VERY PRIVILEGED TO HAVE CROSSED PATHS WITH JOHN SHALIKASHVILI, HIS WIFE JOAN, AND HIS SON BRANT.

Mr. Harry McGee

GENERAL SHALIKASHVILI IS, OF COURSE, OF GEORGIAN BACKGROUND.
HE HAS BEEN TO GEORGIA SEVERAL TIMES AND I WAS HONORED TO HOST HIM FOR
ONE VISIT WHILE I SERVED AS AMBASSADOR THERE. HE IS CONSIDERED SOMETHING
OF A DEMI-GOD IN GEORGIA, AND THE DEFENSE MINISTER KEPT AN ENORMOUS
OIL PAINTING OF HIM IN HIS OFFICE ALONG WITH ONE OF HIS UNIFORMS COMPLETE
WITH MEDALS IN A GLASS CASE. WHEN WE WERE BUILDING THE NEW EMBASSY
COMPOUND IN TBILISI WE CONSTRUCTED TWO NEW ROADS. WE GOT AN EXCEPTION
TO THE GEORGIAN LAW PROHIBITING NAMING PUBLIC OBJECTS FOR LIVING PERSONS
AND NOW THERE IS A JOHN SHALIKASHVILI ROAD LEADING TO THE AMERICAN
EMBASSY THERE (THE OTHER IS NAMED FOR GEORGE BALANCHINE).

Ambassador Richard Miles

TO MY FELLOW BOARD MEMBER FOR HIS OUTSTANDING CONTRIBUTION
OF SERVICE TO OUR COUNTRY AND ASIA-PACIFIC POLICIES.

Ms. Mary Minnick, The Coca-Cola Company

I AM PLEASED TO LEND SUPPORT TO A FINE SOLDIER AND FRIEND.

General (ret.) Carl Mundy

JOHN SHALIKASHVILI IS MY GREAT ROLE EXAMPLE! AFTER 24 YEARS
IN THE MILITARY I HAD NEVER EXPERIENCED A MORE LOYAL, PROFESSIONAL,
AND PATRIOTIC AMERICAN THAN J. SHALI!

Admiral (ret.) William Owens

SHALI IS ONE OF THE BEST SOLDIERS AND STATESMEN THAT I HAVE EVER
HAD THE HONOR TO SERVE WITH.

Mr. Leon Panetta

GENERAL, YOU ARE AN INSPIRATION TO YOUR FELLOW BOARD MEMBERS!

Mrs. Pamela Passman, Microsoft Corporation

SHALI, YOU'VE DEMONSTRATED THAT YOU ARE ONE OF THE BEST AT UNDERSTANDING
AND MEETING THE DEMANDS PLACED UPON ONE WHO HAS SERVED FROM THE
LOWEST TO THE HIGHEST RANKS AND IN DEALING WITH THE MOST SENIOR PERSONNEL
IN THE NATIONAL AND INTERNATIONAL HIERARCHIES. WE ARE PROUD OF YOU AND
OF THE SUPPORT PROVIDED BY YOUR LOVELY AND TALENTED WIFE JOAN.

General (ret.) and Mrs. Bernard Rogers

LISTENING TO GENERAL SHALI DISCUSS U.S. NATIONAL SECURITY
AND INTERNATIONAL POLITICS IS EQUIVALENT TO ATTENDING A FINE GRADUATE
SEMINAR. IT HAS BEEN MY PRIVILEGE TO HEAR HIM ON SEVERAL OCCASIONS.
HIS CONTRIBUTIONS ARE A NATIONAL TREASURE.

Dr. Sheldon Simon

SHALI REMAINS LEGENDARY IN THE U.S. ARMY FOR HIS CARING LEADERSHIP OF
SOLDIERS AND FAMILIES, ENLIGHTENED IDEAS, AND ETHICAL EXCELLENCE.

General (ret.) John Wickham, U.S. Army Chief of Staff 1983–87

GENERAL SHALIKASHVILI'S INTEGRITY, DEVOTION TO HIS COUNTRY, AND SENSE OF DUTY ARE AN INSPIRATION TO ALL AMERICANS. HIS SELFLESS SERVICE SETS AN EXAMPLE FOR ALL SOLDIERS TO EMULATE. GIVEN THE GUIDANCE AND WISDOM HE APPLIES TO SOLVING NATIONAL SECURITY PROBLEMS, IT IS ESPECIALLY APPROPRIATE THAT NBR HAS ESTABLISHED A CHAIR IN HIS NAME.

Dr. Larry Wortzel, U.S.-China Economic and Security Review Commission

THE FATES DECREED THAT, WHEN THE HOUR OF FREEDOM FINALLY ARRIVED AGAIN IN CENTRAL EUROPE, GENERAL JOHN SHALIKASHVILI—A SON OF CENTRAL EUROPE— WAS IN AN IDEAL POSITION TO HELP THE NEWLY FREE COUNTRIES JOIN NATO AND THEREBY FULFILL THE LONG-DELAYED DREAM OF A EUROPE WHOLE AND FREE. WHEN THE HOUR OF DECISION CAME IN BOSNIA, GENERAL SHALIKASHVILI HELPED END ETHNIC CLEANSING AND RESTORE PEACE. ALTHOUGH SHALI REACHED THE VERY TOP OF HIS PROFESSION, I HAVE NEVER KNOWN A LESS PRETENTIOUS OR ARROGANT MAN. HE EARNED THE LOVE OF FRIENDS AND THE RESPECT OF EVERY COLLEAGUE; AND HE RICHLY DESERVES THE GRATITUDE OF OUR NATION AND THE THANKS OF THE WORLD.

Dr. Madeleine Albright

A TRUE GENTLEMAN AND A REAL PRINCE WHOSE HONESTY, INTEGRITY, TENACITY, AND DEDICATION TO EXCELLENCE HAVE BEEN AN INSPIRATION TO ALL OF US. WE NEED MORE HEROES LIKE GENERAL SHALI, WHO HAS COURAGEOUSLY FACED A LIFETIME OF FORMIDABLE CHALLENGES.

Mrs. Joan Asboth



Jay Garner, John Shalikashvili, and Aga Khan, then United Nations High Commissioner for Refugees—Iraq



Kaiserslautern, Germany, 1967

I WAS SERVING AS THE FIRST U.S. AMBASSADOR TO THE NEWLY INDEPENDENT REPUBLIC OF GEORGIA. IT WAS WIDELY KNOWN IN GEORGIA THAT I HAD WORKED (UNFORTUNATELY ONLY BRIEFLY) AS THE INTERNATIONAL AFFAIRS ADVISOR TO GENERAL SHALIKASHVILI WHEN HE WAS SACEUR. THE GEORGIAN MEDIA REPORTS ON ME DIDN'T DWELL ON THE FACT THAT I HAD BEEN CHOSEN BY THEN-PRESIDENT BUSH TO BE AMBASSADOR, OR THAT I HAD KNOWN FORMER SECRETARIES OF STATE SHULTZ AND BAKER, OR THAT I HAD BEEN APPROVED BY THE U.S. SENATE, OR THAT I HAD KNOWN OTHER U.S. AND EUROPEAN POLITICIANS, OR THAT I HAD VISITED THE CITY OF ATLANTA TO STRENGTHEN GEORGIA-GEORGIA TIES. RATHER, THE HEADLINE WAS, "AMBASSADOR BROWN IS A FRIEND AND CLOSE ADVISER TO JOHN SHALIKASHVILI." THIS WAS A TRIBUTE TO THE HIGH ESTEEM WITH WHICH SHALI WAS REGARDED IN THE CAUCASUS AND ELSEWHERE. FROM MY PERSPECTIVE, THE IMPORTANT THING WAS THAT MY ACQUAINTANCE WITH SHALI MADE IT MUCH EASIER TO PROMOTE U.S. INTERESTS IN GEORGIA THAN IT WOULD HAVE BEEN OTHERWISE.

Ambassador Kent Brown

SO LONG AGO, IN ALASKA, WE REMEMBER A SPARKLING NEW LIEUTENANT WHO WONDERED IF HE MIGHT BE SUITED FOR A MILITARY CAREER. THINKING THE YOUNG MAN SHOWED PROMISE, THE C.G. ENCOURAGED HIM. LOVE TO YOU AND JOAN, JOHN, WITH GRATITUDE FOR YOUR SERVICE.

Mr. and Mrs. Paul Buckley

GENERAL SHALI HAS THAT RAREST OF ALL QUALITIES, WISDOM. HE ALWAYS
COULD SEE THROUGH ISSUES, BUILD BRIDGES THROUGH SEEMINGLY INCOMPATIBLE
VIEWS, CALM THE PASSIONS, AND PROVIDE THE BEST MILITARY-STRATEGIC
ADVICE TO OUR NATION'S ELECTED LEADERS.

General (ret.) Wesley Clark

IT IS AN HONOR AND A PRIVILEGE TO SERVE ON THE NBR BOARD WITH SHALI.

Mr. Larry Clarkson

SHALI'S SPECIAL QUALITIES CALL TO MIND THE FAMOUS STATEMENT
ABOUT GEORGE WASHINGTON: "FIRST IN WAR, FIRST IN PEACE, FIRST IN THE HEARTS
OF HIS COUNTRYMEN." TO BE TRUE TO MY FEELINGS ABOUT SHALI (AND I THINK
THE FEELINGS OF MANY OTHERS) THESE CHARACTERISTICS WOULD CLEARLY HAVE TO
BE RECOGNIZED IN ASCENDING ORDER. SHALI WAS AN EXCEPTIONAL WARRIOR;
BUT HE WAS AN EVEN MORE EXTRAORDINARY PEACEMAKER. AND BEYOND THAT STAND
HIS WONDROUS QUALITIES OF CHARACTER: HIS MODESTY, WARMTH, AND
GENEROSITY OF SPIRIT. IN ANYONE THESE WOULD BE CAUSE FOR CELEBRATION;
IN A WARRIOR AND PEACEMAKER OF HIS STATURE THEY ARE CAUSE FOR AWE AND FOR
LOVE. HE WAS NOT EVEN BORN OUR COUNTRYMAN. BUT HE CAME TO BE ONE
AND THEN, MIRACULOUSLY, FIRST IN OUR HEARTS.

Mr. Richard Danzig, Secretary of the Navy 1998–2001; Under Secretary of the Navy 1993–1997.

TO GENERAL SHALI AND JOAN—MY DEEPEST THANKS FOR ALL THAT YOU TAUGHT ME WITHOUT KNOWING IT DURING MY DAYS AS A YOUNG, NAÏVE WHITE HOUSE STAFFER THAT HAVE STAYED WITH ME DURING MY TIME AT THE USO. YOUR STRENGTH, COMPASSION, CLASS, AND FRIENDSHIP CONTINUE TO GUIDE AND SUPPORT ME. THANK YOU BOTH FOR YOUR SERVICE TO OUR NATION AND FOR THE COURAGE AND LEADERSHIP YOU CONTINUE TO INSPIRE IN THOSE SUCH AS MYSELF THAT ARE PART OF YOUR LIVES FROM THE SIDELINE.

Ms. Sarah Farnsworth, USO

THE QUALITY OF JOHN SHALIKASHVILI'S SERVICE TO HIS COUNTRY HAS BEEN EQUALED BY FEW IN OUR HISTORY; IT HAS BEEN EXCEEDED BY NONE. WE ARE GRATEFUL TO HIM AND WE ARE HONORED THAT WE SHARE THIS TIME IN HISTORY WITH HIM.

Mr. and Mrs. Richard Gordon

OUR FRIEND GENERAL JOHN SHALIKASHVILI SERVED OUR NATION WITH THE UTMOST INTEGRITY AND CHARACTER AS CHAIRMAN OF THE JOINT CHIEFS OF STAFF IN THE CLINTON-GORE ADMINISTRATION. HE EARNED GREAT RESPECT AT HOME AND ABROAD. IT IS SUCH LEADERSHIP AND VISION THAT HELPED STEER OUR COUNTRY AND KEEP THE PEACE.

Vice President and Mrs. Al Gore

GENERAL SHALIKASHVILI IS THE QUINTESSENTIAL SOLDIER-STATESMAN WHO
COMBINES PROFESSIONALISM WITH A GENUINE CARE FOR THE MEN AND WOMEN OF THE
ARMED SERVICES WITH WHOM HE SERVED. ALL OF US HAVE BENEFITED FROM HIS
DEDICATED AND FAITHFUL PUBLIC SERVICE.

Mr. Robert Haines

THE UNITED STATES HAS PRODUCED A GREAT NUMBER OF IMPRESSIVE MILITARY LEADERS
THROUGHOUT OUR HISTORY. GENERAL SHALI SURELY PLACES NEAR THE TOP OF THAT
LIST. HE IS A MILITARY LEADER WITH A HIGHLY SOPHISTICATED AND NUANCED VIEW OF THE
WORLD AND THE ROLE OF AMERICAN POWER. AND HE IS A GENERAL WHO ROSE FROM THE
LOWEST TO THE HIGHEST RANKS OF THE ARMED FORCES WITHOUT LOSING TOUCH WITH
THE COMMON SOLDIER. THE AMERICAN PEOPLE OWE A GREAT DEBT OF GRATITUDE TO
GENERAL SHALI: A MAN WHO HAS SERVED HIS COUNTRY WITH EXTRAORDINARY DISTINCTION.

Mr. Lee Hamilton

THIS REMARKABLE TRIBUTE TO GENERAL JOHN SHALIKASHVILI IS RICHLY DESERVED.
I WAS VERY FORTUNATE TO HAVE HAD JOHN AS CHAIRMAN OF THE JOINT CHIEFS OF STAFF
DURING MY TIME AS BRITISH CHIEF OF DEFENSE STAFF. I HAVE GREAT RESPECT FOR HIM
AND HIS FRIENDSHIP IS SOMETHING WHICH I GREATLY VALUE.

Lord Peter Inge



A discussion about Iraq



Dennis Benchoff and John Shalikashvili—Berlin, 1991

GENERAL, I CONSIDER IT MY GREAT FORTUNE TO HAVE WORKED FOR YOU WHEN YOU WERE CHAIRMAN AND NOW ONCE AGAIN BENEFIT FROM YOUR WISDOM ON NBR'S BOARD, AT THIS CRITICAL TIME OF BUILDING OUR SECURITY STUDIES PROGRAM INTO A WORLD-CLASS INSTITUTION. WE WILL FOCUS THE ACTIVITIES OF THE SHALI CHAIR—THE CORE OF OUR CENTER FOR ASIAN SECURITY STUDIES—ON ADDING STRATEGIC VALUE TO THE DEVELOPMENT OF AMERICAN SECURITY POLICY TO ASIA AND PROVIDING SAGE COUNSEL TO OUR NATION'S POLICYMAKERS AS THEY LEAD THE PROCESS. IN ALL WE DO, WE WILL ENSURE THAT OUR EFFORTS ARE ANCHORED IN THE VALUES LEARNED FROM YOUR OWN EXTRAORDINARY LEADERSHIP.

Lieutenant Colonel Roy Kamphausen, The National Bureau of Asian Research

NBR'S CORE MISSION OF BRIDGING THE ACADEMIC AND POLICYMAKING WORLDS RESONATES DEEPLY WITHIN JOHN SHALI, AND HIS DEVOTION TO OUR CAUSE HAS BEEN AN INSPIRATION TO EACH OF US. HIS KEEN INTELLECT, MAGNETIC LEADERSHIP, AND COMMITMENT TO EXCELLENCE HAVE MADE US A BETTER AND STRONGER ORGANIZATION. WHEN JOHN SHALI CARES ABOUT YOUR WORK, YOU CARE ABOUT IT TOO.

Mr. Karolos Karnikis, The National Bureau of Asian Research

GENERAL SHALI IS TRULY ONE OF THE GREAT LEADERS OF OUR NATION AND A MENTOR
TO COUNTLESS YOUNG MEN AND WOMEN...OUR FUTURE LEADERS.

Brigadier General (sel.) J.A. Kessler

YOU MAY HAVE RETIRED, BUT YOUR SERVICE TO OUR COUNTRY HAS NEVER STOPPED.
WE ARE HUMBLLED BY YOUR CONTINUED CONTRIBUTIONS TO NATIONAL POLICY IN ASIA.

Mr. Clark Kinlin, Corning International

SHALI IS THE BEST MARINE EVER TO WEAR AN ARMY UNIFORM. SEMPER FIDELIS.

General (ret.) Chuck Krulak

JOHN SHALIKASHVILI HAS BEEN A STRONG ADVOCATE OF FRIENDSHIP AND
COOPERATION BETWEEN THE UNITED STATES AND FRANCE IN A TIME WHEN THE WORLD
WAS DRAMATICALLY CHANGING. TOGETHER ALONG WITH KLAUS NAUMANN AND
PETER INGE, THE GANG OF FOUR, WE HAVE BEEN ABLE TO DEAL WITH AN EMERGING NEW
ORDER, PASSING FROM A BIPOLAR ERA TO A NEW COMPLEX AND DANGEROUS
INTERNATIONAL SITUATION. FOR THESE REASONS JOHN IS NOT ONLY A MARVELOUS
FRIEND OF MINE BUT HE DESERVES FRANCE'S GRATITUDE.

Admiral (ret.) Jacques Lanxade

OUR NATION HAS BEEN BLESSED BY GENERAL SHALIKASHVILI'S DISTINGUISHED CAREER OF PUBLIC SERVICE. HE IS A SOLDIER-STATESMAN OF THE FIRST ORDER, AND LED OUR ARMED FORCES WITH WISDOM, INTEGRITY, AND GREAT HONOR.

Congressman James Leach

GENERAL SHALIKASHVILI IS AN INSPIRATION TO THE YOUNGER GENERATION OF AMERICANS WHO ARE U.S. FOREIGN POLICY LEADERS OF THE FUTURE—HE TRULY IS THE EMBODIMENT OF HARD WORK, SOUND JUDGMENT, INTEGRITY, AND GRACE.

Ms. Tabitha Grace Mallory

BOTH JOHN AND JOAN HAVE PROVIDED FRIENDSHIP AND SUPERIOR LEADERSHIP TO ALL WHO HAVE COME INTO THEIR PRESENCE. IT IS A PRIVILEGE TO BE NUMBERED AMONG THEIR FRIENDS, AND TO HAVE SERVED WITH THEM.

Colonel (ret.) Gerard (Jerry) Maloney

SHALI BECAME ONE OF THE NATION'S GREAT LEADERS BECAUSE OF HIS CHARACTER, HIS OPENNESS TO ALTERNATIVE VIEWS, AND HIS LOVE OF PEOPLE. HIS KEEN INSIGHT LED TO HIS SELECTION AS THE NATION'S SENIOR MILITARY LEADER. HIS STAFF AND SUBORDINATES VALUED HIS OPENNESS TO THEIR VIEWS AND THE CONFIDENCE HE DISPLAYED IN THEIR ABILITY TO CARRY OUT HIS BROAD GUIDANCE.

General (ret.) James McCarthy, U.S. Air Force Academy

JOHN SHALI IS A FRIEND ON WHOM ONE CAN RELY UNDER ALL CIRCUMSTANCES AND HE WAS AN OFFICER WHO FULLY MET ALL THE STANDARDS SET BY GENERAL MACARTHUR IN HIS FAMOUS ADDRESS: “DUTY, HONOR, COUNTRY.”

General (ret.) Klaus Naumann

SHALI’S A RARE INDIVIDUAL, AN IMMIGRANT KID WHO CAME TO THIS COUNTRY, LEARNED THE LANGUAGE, LIVED THE AMERICAN DREAM. AND HIS DREAMS TOOK HIM TO THE HIGHEST RANKS OF THE U.S. MILITARY, AND HE SERVED HIS SOLDIERS, HE SERVED HIS NATION SO VERY, VERY WELL AND HE IS DESERVING OF EVERY HONOR THAT WE HAVE BESTOWED ON HIM IN THE PAST AND THE HONOR THAT IS BEING BESTOWED ON HIM THIS EVENING.

General (ret.) Colin Powell

FOR ME, JOHN SHALI’S CAREER IS AN EXEMPLAR OF THE AMERICAN DREAM. HE EMBODIES THE FINEST TRADITION OF AMERICAN PATRIOTISM AND IS A MODEL FOR OUR YOUNG PEOPLE.

Professor Kenneth Pyle, Founding President, The National Bureau of Asian Research



Manfred Woerner, Colin Powell, and John Shalikashvili—NATO Dinner, 1990



John, Brant, and Joan Shalikashvili

GENERAL AND MRS. SHALI, IT HAS BEEN A REMARKABLE PRIVILEGE TO HAVE CAUGHT
A GLIMPSE OF ALL THAT YOU HAVE DONE TOGETHER. THANK YOU.

Ms. Katherine Richard, The National Bureau of Asian Research

PERHAPS THE MOST VALUABLE LESSON TAUGHT TO ME BY BOTH MY UNCLE JOHN
SHALIKASHVILI AND MY FATHER, OTHAR SHALIKASHVILI, IS THAT NO MATTER HOW LOFTY
AND IMPORTANT YOUR POSITION AND NO MATTER THE WEIGHT OF THE TASKS YOU
CONFRONT, THE ULTIMATE MEASURE OF YOUR SUCCESS IS IN THE IMPACT YOU HAVE WITH
YOUR FAMILY, MEASURED IN INTENTIONAL TIME INVESTMENT AND BY THE MOMENT-TO-
MOMENT DECISIONS EVERY DAY TO CHOOSE FAMILY FIRST. THROUGHOUT MY LIFE AS A
“FLY ON THE WALL” WATCHING JOHN SHALIKASHVILI MORPH FROM A YOUNG MAJOR
CONFRONTING THE PENTAGON FOR THE FIRST TIME, TO THE LEADER OF THE BEST MILITARY
IN THE WORLD, TO THE MANY ROLES HE HAS FILLED SINCE RETIREMENT, I HAVE
SEEN NOTHING BUT CONSISTENT REINFORCEMENT OF THIS MESSAGE BY HIS WORDS AND
ACTIONS, EVIDENCED BY THE LOVE JOANNIE AND BRANT HAVE FOR HIM. AS A SOLDIER,
A HUSBAND, AND A DAD, JOHN SHALIKASHVILI IS WORTHY OF OUR RECOGNITION.

Mr. David Shalikashvili

DEAR SHALI, YOU ARE THE GENUINE EMBODIMENT OF THE SOLDIER-STATESMAN. YOU HAVE ADVISED PRESIDENTS AND GENERALS ON THE WEIGHTIEST ISSUES OF OUR TIMES, AND YOU HAVE REPRESENTED AMERICA IN HISTORIC DEFENSE DIPLOMACY. YOU HAVE LED MILITARY OPERATIONS TO DEFEND FREEDOM AND PROTECT CIVILIANS FROM HARM, AND YOU HAVE INSPIRED SOLDIERS TO FIGHT WITH VALOR. YOU HAVE ENCOURAGED CHILDREN—INCLUDING MY OWN YOUNG SONS—TO BELIEVE IN THEMSELVES, THEIR COUNTRY, AND THEIR POTENTIAL TO MAKE A DIFFERENCE. IT IS ONE OF THE GREATEST PRIVILEGES I HAVE EVER KNOWN TO COUNT YOU AS MY MENTOR, COLLEAGUE, AND FRIEND.

I SALUTE YOU FOR YOUR VISIONARY LEADERSHIP, YOUR BRAVE SERVICE, AND YOUR CAPACITY FOR TRUE PARTNERSHIP. WITH ENDURING ADMIRATION AND AFFECTION, LIZ.
Dr. Elizabeth Sherwood-Randall, Stanford University, Preventive Defense Project, Council on Foreign Relations

THROUGH YOUR COMPASSIONATE CARE FOR THE FAMILIES OF THOSE WHO HAVE DIED IN SERVICE TO AMERICA AND YOUR LEADERSHIP IN BRINGING A SUPPORT SYSTEM TO THEM THROUGH TAPS, YOU HAVE LEFT A LASTING LEGACY OF HONORING OUR FALLEN BY CARING FOR THE LOVED ONES THEY LEAVE BEHIND. YOU AND JOAN CONTINUE TO MAKE A DIFFERENCE, NOT ONLY FOR THE LIVES YOU PERSONALLY TOUCH, BUT FOR THOSE WHO WILL NEVER KNOW YOU BUT WILL BENEFIT NONETHELESS FROM YOUR WARMTH AND STRENGTH. WE ARE ALL SO BLESSED BY YOU! WITH LOVE,

The surviving families of our Armed Forces at TAPS

WORKING WITH JOHN HAS ALWAYS BEEN A REAL PRIVILEGE BECAUSE OF HIS SHARP ANALYSIS, HIS BALANCED VIEWS, HIS INTEGRITY, LOYALTY AND ABOVE ALL FRIENDSHIP.

General (ret.) Henk Van den Breemen

JOHN SHALIKASHVILI IS ONE OF THE FINEST PEOPLE ON THIS EARTH.

HE IS LOVED AND RESPECTED BY PEOPLE ALL OVER THE WORLD.

HE IS AN AMAZING LEADER WITH EVERY GREAT QUALITY—

STRENGTH, LOYALTY, COMPASSION, AND INTEGRITY. WE ARE ALL BLESSED

TO BE INCLUDED IN HIS LIFE, EVEN IF IT IS IN A SMALL WAY.

Mr. Robert Walsh

IN ALL HIS EXPERT COUNSEL AS A SENIOR ADVISER TO NBR'S STRATEGIC ASIA PROGRAM, GENERAL SHALI HAS CHALLENGED US WITH ONE SIMPLE QUESTION: HOW CAN WE DO THIS BETTER? IT HAS BEEN A GREAT PRIVILEGE TO STRIVE TO FULFILL THIS MANDATE, AND AN INSPIRATION TO WORK WITH A LEADER OF SUCH INTEGRITY.

Mr. Michael Wills, The National Bureau of Asian Research

SHALI WAS A SOLDIER'S GENERAL WHO GAVE HIS ALL FOR OUR TROOPS AND THEIR FAMILIES.

General (ret.) and Mrs. Johnnie Wilson



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