**Syllabus**

**HIST 2305W, Autumn 2017**

**Eisenhower: Leadership in War and Peace**

**[ Majors’ Seminar / WID ]**

**The George Washington University**

Tuesday, 11:10 – 1:00 p.m. / Phillips 329

**Instructor: Bell Julian Clement /** [**Clement@GWU.edu**](mailto:Clement@GWU.edu)

**Office Hours: M / W 11:00 – noon, Phillips 347**

This history majors’ seminar explores the life and times of Dwight D. Eisenhower, Supreme Commander of Allied Expeditionary Forces in Africa and Europe during World War II, and 34th president of the United States. Eisenhower operated at the center of the most momentous events of the mid-twentieth century; we will inquire into his impact in shaping them. In an age which celebrated the beneficent power of large organizations and the brilliance of the men who managed them Eisenhower was the skillful administrator, in war and in peace, of some of the era’s most portentous endeavors. Eisenhower was also himself a writer of history, suggesting that he had a critical awareness of his role. This, too, is worth examining.

## Learning Deliverables

The purpose of this course is to provide experience in *doing* history – engaging in historical inquiry, evaluating historical sources, developing historical arguments, and producing written history. The course will familiarize students with Eisenhower’s life and career and consider the problems of historical criticism involved in analysis and interpretation of a life in the context of its times. Students will work step-by-step toward completion of a critical essay that examines an issue of their choosing pertaining to the Eisenhower story.

Upon successful completion of this course, students will be familiar with

• Major events and personalities in Eisenhower’s career;

• The nature of the challenges faced by an actor engaged at the highest level in the administration of public enterprises during the mid-twentieth century; and

• Problems of historical criticism presented by analysis and interpretation of a life such as Eisenhower’s, and methods used to address them.

In addition, through energetic engagement with the readings, active participation in class discussions, thorough response to written assignments, and focussed effort to develop their own independent points-of-view on topics addressed, students will be better able to –

• think critically – identify, analyze, and evaluate historical arguments and interpretations;

• read critically – identify, analyze, and evaluate authors’ assertions, and the reasoning and evidence offered in support of those assertions;

• proceed in a systematic fashion in undertaking historical inquiry and producing historical analysis; and

• write critically – assert, and articulate effectively in writing, independent positions supported by clear reasoning.

## Assignments and Evaluation

Assignments in this course support students in moving systematically toward completion of a critical essay. Students will produce written work for the seminar in most weeks. Completed assignments will be posted, via Blackboard (Bb), to provide an additional resource for students seeking to expand the number and improve the quality of critical tools at their disposal. The final course product, a revised critical essay, is due the last week of class. There is no final examination in the course.

• Eisenhower timeline & “notable points” report [500w] – due noon, Monday 09/04/17

• Essay on Eisenhower Revisionism [1000w] – due noon, Monday 09/11/17

• Review of Reviews [1500w] – due noon, Monday, 09/18/17

• Topic Statement [500w] – due noon, Monday, 09/25/17

• Research Plan – noon, Monday 10/02/17

• Research Plan with Annotated Bibliography (15 entries) – due noon, Monday, 10/23/17

• Essay Outline [500w] – due noon, Friday 11/03/17

• Draft essay [3000w] – noon, Monday 11/13/17

• Colleague Comments [3 essays] – noon, Monday, 11/20/2017

• Revised Essay Outline – noon, Friday, 12/01/17

• Revised essay [3000w] – Friday, 12/08/17

Course grade is calculated on the distribution below. With the exception of the assignments specifically listed, I will comment on, but not grade, weekly written work. Each assignment must be successfully completed for successful completion of the course. Active participation during our sessions is important. Students are allowed one unexcused absence; absences thereafter reduce the attendance and participation mark.

30% - Attendance, participation, weekly written work

10% - Research Plan with Annotated Bibliography

10% - Essay Outline

15% - Critical essay

10% - Colleague comments

10 % - Revised essay outline

15% - Revised critical essay

## Books

I recommend purchase of the following. We will be reading all or parts of each. The Smith and Ambrose serve as useful reference to Eisenhower’s life and WWII career, respectively. Other readings will be available via Gelman electronic databases, or will be posted as PDFs in Bb under “Electronic Reserves”.

Ambrose, Stephen E. *The Supreme Commander: The War Years of General Dwight D. Eisenhower.* Garden City, N.Y: Doubleday, 1970.

Cox, Edward. *Grey Eminence: Fox Conner and the Art of Mentorship* (Stillwater, Oklahoma: New Forums, 2011).

Greenstein, Fred I. *The Hidden-Hand Presidency: Eisenhower as Leader*. New York: Basic Books, 1982.

Rampolla, Mary Lynn. *A Pocket Guide to Writing in History*. 7th ed. Boston: Bedford/St Martins, 2012.

Smith, Jean Edward. *Eisenhower: In War and Peace*. New York: Random House, 2012.

Highly recommended:

Booth, Wayne C., and Gregory G. Colomb and Joseph M. Williams, *The Craft of Research*. Chicago: University of Chicago Press, 2008.

The following resources are on two-hour reserve at Gelman:

Eisenhower, Dwight D. *At Ease: Stories I Tell to Friends*. 1st ed. Garden City, N.Y: Doubleday and Company, 1967. E836 .A3

———. *Crusade in Europe*. 1st ed. Garden City, N.Y: Doubleday, 1948. D743 .E35 1948

———. *Mandate for Change, 1953-1956: The White House Years*. 1st ed. Garden City, N.Y: Doubleday and Company, 1963. E835 .E47 1963

———. *Waging Peace, 1956-1961: The White House Years*. 1st ed. Garden City, N.Y: Doubleday, 1965. E835 .E47 1965

Eisenhower, Dwight D., and Robert H. Ferrell. *The Eisenhower Diaries*. 1st ed. New York: Norton, 1981. E836 .A3155 1981

## Sessions and Readings

### Session 1 – Introduction to the Course

#### August 29, 2017

#### READINGS [25 pp.]

Brooks, David. Chapter 3, Self-Conquest, pp. 48-73 in *The Road to Character*. New York: Random House, 2015. [PDF]

### Session 2 – Challenges of Historical Inquiry

#### September 05, 2017

#### READINGS [96 pp.]

Carr, Edward Hallett. Chapter 1, “Historians and Their Facts,” pp. 3-35; Chapter 2, “Society and the Individual,” pp. 36-69; and Chapter 4,”Causation in History,” pp. 113-143 in *What Is History?* The George Macaulay Trevelyan Lectures, 1961. New York: Knopf, 1962. [PDF]

#### DUE: Eisenhower Timeline & Notable Points report [500w] – noon, Monday 09/04/17

### Session 3 – Evaluating History’s Perspective(s) on Eisenhower

#### September 12, 2017

#### READINGS [62 pp.]

De Santis, Vincent P. “Eisenhower Revisionism.” *The Review of Politics* 38, no. 2 (1976): 190–207. <http://www.jstor.org.proxygw.wrlc.org/stable/1405936>.

Joes, Anthony James. “Eisenhower Revisionism: The Tide Comes In.” *Presidential Studies Quarterly* 15, no. 3 (1985): 561–71. <http://www.jstor.org.proxygw.wrlc.org/stable/27550245>.

Rabe, Stephen G. “Eisenhower Revisionism: A Decade of Scholarship.” *Diplomatic History* 17, no. 1 (1993): 97–115. <http://www.jstor.org.proxygw.wrlc.org/stable/24912261>.

Rovere, Richard H. “The Scholar Cornered: Eisenhower Over the Shoulder.” *The American Scholar* 31, no. 2 (1962): 176–79. <http://www.jstor.org.proxygw.wrlc.org/stable/41208936>.

Shribman, David M., and Jean Edward Smith. “Even Academics Like Ike Now.” *The National Interest*, no. 118 (2012): 59–68. <http://www.jstor.org.proxygw.wrlc.org/stable/42896441>.

#### DUE: Essay on Eisenhower Revisionism [1000w] – noon, Monday 09/11/17

### Session 4 – Eisenhower’s Education and Networks

#### September 19, 2017

#### READINGS [103 pp.]

Cox, Edward. Introduction, pp. xi-xxi; Chapter 1, “Warrior Apprentice,” pp. 1-22; Chapter 2, “Warrior Journeyman,” pp. 23-52; Chapter 3, “Master of His Craft,” pp. 53-68; Chapter 5, “Ike,” pp. 81-94; and Chapter 7, “Conclusion,” pp. 101-08 in “*Grey Eminence: Fox Conner and the Art of Mentorship*. Stillwater, Oklahoma: New Forums Press, 2011.

#### DUE – Review of Reviews [1500w] – noon, Monday, 09/18/17

### Session 5 – The Inter-War Period

#### September 26, 2017

#### READINGS [102]

Holmes, David L., “Dwight D. Eisenhower” pp. 24-44, in *The Faiths of the Postwar Presidents*: *From Truman to Obama*. University of Georgia Press, 2012. <http://www.jstor.org.proxygw.wrlc.org/stable/j.ctt46n7dc.6>.

Irish, Kerry E. “Apt Pupil: Dwight Eisenhower and the 1930 Industrial Mobilization Plan.” *The Journal of Military History* 70, no. 1 (2006): 31–61. <http://www.jstor.org.proxygw.wrlc.org/stable/3396807>.

Smith, Jean Edward. Chapter 3, “The Peacetime Army,” pp. 49-73; and Chapter 8, “With Marshall in Washington,” pp. 174-202 in *Eisenhower: In War and Peace*. New York: Random House, 2012.

#### DUE: Topic Statement [500w] – noon, Monday, 09/25/17

### Session 6 – Eisenhower as Commander, 1941 to D-Day

#### October 03, 2017

#### READINGS [121 pp.]

Eisenhower, Dwight D. Chapter 5, “Planning Torch,” pp. 74-94; and Chapter 8, “Tunisian Campaign,” pp. 135-158 in *Crusade in Europe*. Garden City, N.Y: Doubleday, 1948.

\_\_\_\_\_\_\_\_\_\_. *At Ease: Stories I Tell to Friends*, pp. 250-263. Garden City, N.Y: Doubleday and Company, 1967.

Smith, Jean Edward. Chapter 9, “TORCH,” pp. 203-239; and Chapter 10, “Baptism by Fire,” pp. 230-65 in *Eisenhower: In War and Peace*. New York: Random House, 2012.

#### DUE: Research Plan – noon, Monday 10/02/17

AUTUMN BREAK

October 10, 2017

### Session 7 – Eisenhower as Commander, D-Day to NATO

#### October 17, 2017

#### READINGS [120 pp.]

Chernus, Ira. “Eisenhower and the Soviets, 1945-1947: Rhetoric and Policy.” *Rhetoric and Public Affairs* 2, no. 1 (1999): 59–82. <http://www.jstor.org.proxygw.wrlc.org/stable/41939491>.

Eisenhower, Dwight D. Introductory material, pp. iii-ix; “Planning and Preparation,” pp. 1-18; “The Assault,” pp. 19-26; “Consolidation on the Frontier,” pp. 67-74; “The Ardennes Counteroffensive,” pp. 75-80; “The Envelopment of the Ruhr,” pp. 103-111; “The Final Phase,” pp. 112-117; “The Surrender,” pp. 118-120; and “Conclusion,” pp. 121-23 in “Report by the Supreme Commander,” 1946. <http://www.history.army.mil/html/books/070/70-58/CMH_Pub_70-58.pdf>. [PDF]

Irish, Kerry E., and Steven W. Boutelle. “Cross-Cultural Leadership: Dwight D. Eisenhower.” In *The Art of Command*, 93–124. Military Leadership from George Washington to Colin Powell. University Press of Kentucky, 2008. <http://www.jstor.org.proxygw.wrlc.org/stable/j.ctt2jcg9v.9>

### Session 8 – Eisenhower in Mid-Century Politics

#### October 24, 2017

#### READINGS [96 pp.]

Greenstein, Fred I. Chapter 1, “An Exemplary President ?,” pp. 3-14; Chapter 2, “What Manner of Man ,” pp. 15-56; and Chapter 3, “Political Strategies,” pp. 57-99 in *The Hidden-Hand Presidency: Eisenhower as Leader*. New York: Basic Books, 1982.

#### DUE: Research Plan with Annotated Bibliography (15 entries) – due noon, Monday, 10/23/17

### Session 9 – The First Term, 1953-1957 – Organization and Domestic Policy

#### October 31, 2017

#### READINGS [127 pp.]

Greenstein, Fred I. Chapter 4, “The Two Faces of Organization,” pp. 100-54; and Chapter 5, “Strengths and Weaknesses of the Style: The Joe McCarthy Case,” pp. 155-227 in *The Hidden-Hand Presidency: Eisenhower as Leader*. New York: Basic Books, 1982.

#### DUE: Essay Outline [500w] – noon, Monday 11/03/17

### Session 10 – The First Term, 1953-1957 – Foreign Policy Challenges

#### November 07, 2017

#### READINGS [73 pp.]

Smith, Jean Edward. Chapter 22, “Dien Bien Phu,” pp. 607-33; Chapter 23, “New Look,” pp. 634-62; and Chapter 25, “Suez,” pp. 686-704 *Eisenhower: In War and Peace*. 1st ed. New York: Random House, 2012.

### Session 11 – The Second Term, 1957-1961 – Foreign Policy Evaluation

#### November 14, 2017

#### READINGS [94 pp.]

Carter, Donald Alan. “Eisenhower versus the Generals.” *The Journal of Military History* 71, no. 4 (2007): 1169–99. <http://www.jstor.org.proxygw.wrlc.org/stable/30052791>.

Daugherty, William. “Dwight D. Eisenhower.” In *Executive Secrets*, 131–50. Covert Action and the Presidency. University Press of Kentucky, 2004. <http://www.jstor.org.proxygw.wrlc.org/stable/j.ctt2jcqkv.14>.

Immerman, Richard H. “Eisenhower and Dulles: Who Made the Decisions?” *Political Psychology* 1, no. 2 (1979): 21–38. <http://www.jstor.org.proxygw.wrlc.org/stable/3791100>.

Osgood, Kenneth A. “Form before Substance: Eisenhower’s Commitment to Psychological Warfare and Negotiations with the Enemy.” *Diplomatic History* 24, no. 3 (2000): 405–33. <http://www.jstor.org.proxygw.wrlc.org/stable/24913835>.

#### DUE: Draft essay [3000w] – noon, Monday 11/13/17

### Prior to THANKSGIVING BREAK

#### DUE: Colleague Comments [3 essays] – noon, Monday, 11/20/2017

### Session 12 – The Second Term, 1957-1961 – Domestic Policy, Partisanship, & Media Management

#### November 28, 2017

#### READINGS [70 pp.]

Allen, Craig. Chapter 1, “Five-Star Debut in War, New Stage in 1953,” pp. 10-27; Chapter 2, “The Business of Persuasion, 1954,” pp. 28-46; Chapter 9, “Static from Home and Abroad, 1957-1959,” pp. 150-71; and Chapter 11, “A Hero’s Image Fulfilled, After 1960,” pp. 190-203 in *Eisenhower and the Mass Media: Peace, Prosperity, and Prime-Time TV*. Chapel Hill: University of North Carolina Press, 1993. <http://www.jstor.org.proxygw.wrlc.org/stable/10.5149/9780807860076_allen>.

#### DUE: Revised Essay Outline – noon, Friday, 12/01/17

### Session 13 - WRAP

#### December 05, 2017

#### READINGS [31 pp.]

Eisenhower, “Farewell Radio and Television Address to the American People.” January 17, 1961. *Public Papers of the Presidents.* <http://www.presidency.ucsb.edu/ws/?pid=12086>.

Greenstein, Fred I., Chapter 6, “Lessons for Other Presidents,” pp. 228-48 in *The Hidden-Hand Presidency: Eisenhower as Leader*. New York: Basic Books, 1982.

Greenstein, Fred I. Preface to the 1994 edition, pp. vii-xviii, in *The Hidden-Hand Presidency: Eisenhower as Leader*. Baltimore: Johns Hopkins University Press, 1994. [PDF]

#### DUE: Revised essay [3000w] – Friday, 12/08/17

NOTE: Over 15 weeks, students will spend 110 minutes per week attending class for a total of about 24 hours of direct instruction and discussion. Reading course materials and responding to writing assignments is estimated at around 8 hours (480 minutes) per week, sometimes more and sometimes less, for a total of about 120 hours over the course of the semester.

NOTE: In accordance with university policy, the final exam will be given during the final exam period and not the last week of the semester. For details and complete policy, see: [provost.gwu.edu/administration-final-examinations-during-examination-period](https://provost.gwu.edu/administration-final-examinations-during-examination-period).

**University Policies**

**University policy on observance of religious holidays** In accordance with University policy, students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. For details and policy, see: [students.gwu.edu/accommodations-religious-holidays.](https://students.gwu.edu/accommodations-religious-holidays)

**Academic integrity code** Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information. For details and complete code, see: [studentconduct.gwu.edu/code-academic-integrity](http://studentconduct.gwu.edu/code-academic-integrity)

**Safety and security** In the case of an emergency, if at all possible, the class should shelter in place. If the building that the class is in is affected, follow the evacuation procedures for the building. After evacuation, seek shelter at a predetermined rendezvous location.

**Support for students outside the classroom**

**Disability Support Services (DSS)** Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information see: [disabilitysupport.gwu.edu/](https://disabilitysupport.gwu.edu/)

**Mental Health Services 202-994-5300** The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. For additional information see: [counselingcenter.gwu.edu/](http://counselingcenter.gwu.edu/)