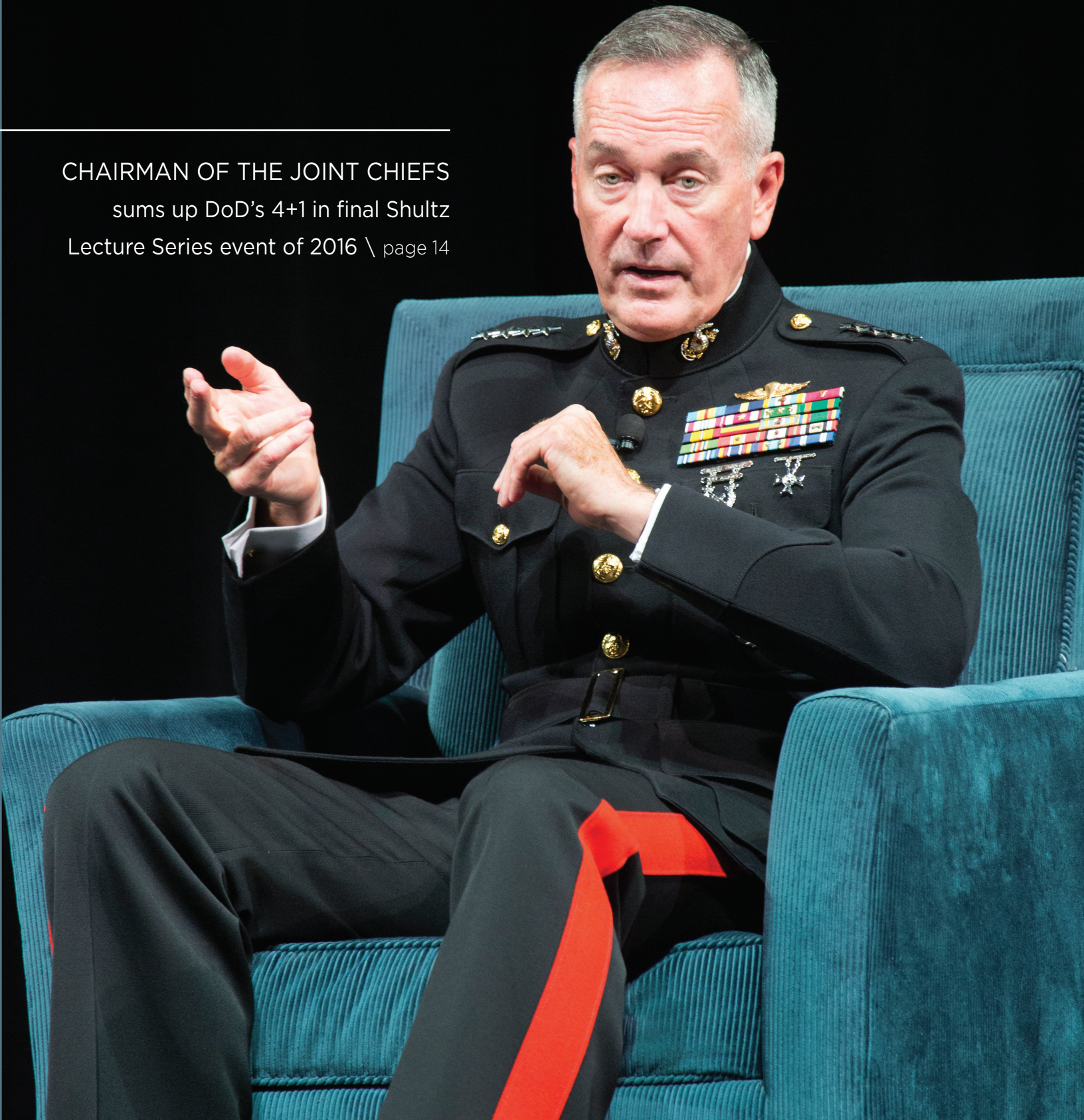


CROSSROADS of the Corps

The Magazine of the Marines' Memorial Association, San Francisco | WINTER 2017

CHAIRMAN OF THE JOINT CHIEFS
sums up DoD's 4+1 in final Shultz
Lecture Series event of 2016 \ page 14



THE MARINES' MEMORIAL CLUB

A Living Memorial



GRACIOUS HOSPITALITY. DYNAMIC PROGRAMS. HISTORIC MISSION.

THE MARINES'
MEMORIAL
ASSOCIATION,
A NON-PROFIT
VETERANS
ORGANIZATION,
EXISTS TO HONOR
THE LEGACY OF
MILITARY SERVICE
THROUGH A LIVING
MEMORIAL AND
PROGRAMS THAT
COMMEMORATE,
EDUCATE AND
SERVE VETERANS
OF ALL ERAS.

The Marines' Memorial Club in San Francisco has, for seventy years, stood in honor of the memory of the men and women who served in defense of our nation. The Club, just one block off Union Square at 609 Sutter Street, is in the heart of downtown San Francisco. This handsome California Spanish Revival building, which enjoys San Francisco's protected landmark status, provides a sanctuary for those who wish to take a pause and to honor the valor of Veterans who gave their lives while in the service of their country. Our Living Memorial is designed to preserve memories and share the stories of American military history.

The founders of the Club recognized three components to a living memorial: historical, emotional, and business. There was also an awareness that these three functions of the Club might overlap and complement each other. The vision of the original founders devised the framework for the Club to sustain itself in perpetuity.

The Club's original charter specified, as a tribute to Marine Corps heroes, the establishment and maintenance of a museum. Over time, the atmosphere and ambiance of the entire building has fulfilled this historical function. [...turn to inside back cover](#)



MARINES' MEMORIAL ASSOCIATION \ A NON-PROFIT VETERANS ORGANIZATION
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CROSSROADS of the Corps

WINTER 2017 \ VOLUME 82 NUMBER 4

- 4 Message from the General
- 6 Correspondence
- 7 Scuttlebutt: News You Can Use
- 9 The Club Calendar

EVENTS IN REVIEW

- 10 Commemoration: Korean War
- 11 Meet the Author
- 14 Shultz Lecture Series: General Joseph Dunford, Chairman, Joint Chiefs of Staff
- 16 241st USMC Birthday Ball
- 24 2016 San Francisco Fleet Week

THE LIVING MEMORIAL

- 18 Generous Contributions
- 34 In Memoriam

YOUR CLUB & ASSOCIATION

- 26 Worldwide Reciprocal Clubs
- 29 Meet the Members
- 30 An Early Visitor
- 32 MMA Board of Directors News
- 33 Call for Scholarship Applications

As we begin 2017, we do so with great pride in our accomplishments of the last year and with anticipation for the banner year ahead.

The election behind us finally, one could take a deep breath and think about what we accomplished from our battle position on the corner of Sutter and Mason Street in the year 2016. Simply stated, last year was one of unprecedented success. As I reflected over what your Club has done over the month of December, I was both humbled and thankful for our staff, volunteers, members and supporters from all walks of life. I could not have been more pleased when CBS 60 Minutes aired our Gold Star Honor and Remembrance segment twice, once in April and again in September to mark the 15th anniversary of 9/11. This program, going on its 12th year, has helped our Gold Star families find peace, friendship and increased awareness nationwide. Without the work and support of our Gold Star and Blue Star Families, the truth is we would never be able to pull it off. As we prepare to host the Gold Star Families once again in February, we do so knowing that our message has gotten out and it is resonating.

Lest you underestimate our media outreach efforts, CBS wasn't the only national television airtime for the Marines' Memorial. Those of you who watched the Oakland Raiders play the Denver Broncos last November may have recognized our lobby and tribute wall on floor 10M during the 'Salute to Service' segment broadcast nationwide. The camera crew were so impressed and eager to film inside the Club. At one point, they set up a rail system for their camera that extended the length of the lobby, culminating with a shot of the historic ship's bell of the USS San Francisco.



November alone was a fabulous month. To mark the 70th anniversary of General Vandegriff's vision — the doors of the Marines' Memorial Club opened officially on 10 November 1946 — we had three notable speakers and staged a wonderful celebration to mark the 241st birthday of the United States Marines. Topping our list of guests in November was the Chairman of the Joint Chiefs of Staff, General Joseph F. Dunford Jr. He gave a riveting talk in the Theatre, to which one of our former Secretaries of Defense who was in the audience remarked "that was the best speech I have ever heard from a Chairman of the Joint Chiefs." That statement alone may inspire you to read more (see page 14) and watch the entire presentation at our website. If you are remotely interested in the defense of our nation, I think General Dunford did a brilliant job explaining our strategy and his concept of the "4+1."

During that same week, we had a private, invitation-only event with former FBI Director Robert Mueller. His presentation centered on counterterrorism, the cyber threat, and organized crime on an international level. For our Birthday Ball, the Guest of Honor, General Anthony Zinni, drew upon the timeless pride of being a Marine and the connection that still exists between those of us out of uniform and those of us still in uniform. From his personal visits to bases and stations and interactions with Marines in the field and in garrison, General Zinni

assured all present that, even with all of the changes in organization and policy, the Corps remains ready and in the capable hands of well-trained warfighters.

It is perhaps obvious from watching national news that our Director Emeritus, General James N. Mattis, USMC (Ret.) has been confirmed as Secretary of Defense. General Mattis has been on the Marines' Memorial Board of Directors for two years and always contributed his wisdom and talents in thoughtful and meaningful ways. He had to resign from the Board and we will miss his active participation. We know that he will have sage advice and sound leadership to share with the new administration.

In closing, I will mention that General John Kelly, who lost his Marine son, Robert, in Afghanistan in 2010, and has spoken twice at our Gold Star Parents event, has assumed the role of Secretary of Homeland Security. General Kelly worked with me as a company commander in 1985-86 and is one of my heroes!

We stand out as a bastion of military presence and transitioning Veteran networking in the San Francisco Bay Area. Our programs commemorate, educate and serve Veterans of all services and all eras. The work we do is timely, relevant and challenges the status quo. We are defined by our mission — honoring the legacy of military service. We need your help to continue making a difference here in California and nationwide. As always, I invite you to make a gift to the Marines' Memorial in 2017 and to learn more about our programs and lines of effort at <https://MarineClub.org>.

Sincerely, and Semper Fidelis,

A handwritten signature in black ink that reads "Jm Myatt". The signature is fluid and cursive.

J. Michael Myatt
Major General USMC (Ret.)
President and Chief Executive Officer

FOR THE COMMON DEFENSE MARINES' MEMORIAL MEMBERS DEFENDING THE NATION

The election year is behind us and it looks like our national security is in good hands! Consider that your nation is being protected by three prominent members of the Marines' Memorial Association.

So what do these three esteemed gentlemen have in common? Three things:

1. All are members of Marines' Memorial.
2. All have made remarks in a packed Marines' Memorial Theater.
3. All have, at some time, worked for MMA President & CEO Major General Mike Myatt.

We expect to see them back at the Club from time to time, to check in and to share with fellow members their thoughts, ideas, accomplishments and challenges. We wish them the best in keeping our nation safe and ready.



GENERAL JOHN KELLY
Secretary of the Department of Homeland Security



GENERAL JIM MATTIS
Secretary of Defense



GENERAL JOE DUNFORD
Chairman of the Joint Chiefs of Staff

Follow these links to watch past presentations at the Marines' Memorial.

Gen Dunford: <https://www.youtube.com/watch?v=ru9RKMOrmU>

Gen Mattis: <https://www.youtube.com/watch?v=IDxU4Y4aXPg>

Gen Kelly: <https://www.youtube.com/watch?v=02ALe8Oqj7g>



THE MARINES' MEMORIAL ASSOCIATION'S 3RD ANNUAL GIVING TREE Trimming was celebrated in the Flying Leatherneck Lounge on Saturday, 3 December 2016. The gathering included Gold Star and Blue Star Moms, as well as members and their spouses, who helped prepare and hang the engraved glass ornaments on the tree. With hot cider and an array of tasty treats on hand, there was time for some fellowship, along with an arts and crafts session to create homemade ornaments.

This project, developed by the Membership department, lets members and friends personalize and display ornaments honoring a loved one on the 2nd floor Christmas tree. After the holiday season, the ornaments are sent to participating families as keepsakes.

The Marines' Memorial staff appreciates all of the Giving Tree contributions, which support our mission to honor the legacy of military service through programs that commemorate, educate and serve our nation's Veterans, the currently serving, and their families.



Photos: Michael Mustacchi

Survey says...

In September we put online a Member Survey for our 20,000+ members. Close to 10% of you responded, which, in the world of surveys, is a highly respectable outcome. We read your comments and, of course, we always want your feedback! Below is a “quick look” at the results of the over 2,000 survey responses we received. Overall, our members are very positive about our mission. They like the hotel and they are content with current prices. Experiencing camaraderie is the most important “intangible” quality and was noted to be important for introduction to the Club, as well as engagement.

Top 5 Reasons Why You Joined the Marines’ Memorial Club

1. To use the Marines’ Memorial Hotel
2. Referred by a friend or family member
3. To support the mission of the Marines’ Memorial Association
4. To use Reciprocal Clubs
5. Attended an event at the Club



Top 5 Benefits of your MMC Membership

1. Access to Marines’ Memorial Hotel and the member rates
2. Knowing that my membership allows Currently Serving men and women to use the club
3. Use of Leatherneck Steakhouse, Chesty’s Bar and Flying Leatherneck Lounge
4. Reciprocal Clubs
5. Supporting the Marines’ Memorial mission and mission driven programs

Top 5 Types of Events that Appeal to You

1. Speakers on Military History
2. Speakers on current US Defense
3. Speakers on other areas of interest outside of Military /Defense
4. Social Events (such as dances, etc.)
5. Lectures / seminars on other topics

You Comment, We Respond

I absolutely appreciate your memorial wall and visit it every time I come to the city, even if we don’t stay overnight.

Thanks for visiting the wall. It is an important place of reflection.

The breakfast buffet is the best ever. That is as important as all the other items on this survey!

Breakfast is part of your room rate as a member, as is a two-hour happy hour with complimentary drinks, when you are a registered hotel guest.

Change the policy about not getting a discount based on active duty membership unless the reservation is made within 30 days of the visit...this is a ridiculous policy.

We are addressing this now and plan to adjust it during 2017.

It seems higher ranking members get preference on the nicer suites and rooms. Since most members are veterans, it should be first come, first served, regardless of prior active duty rank.

As General Vandegrift emphasized in his vision for the Club, you leave your rank at the door. True, some VIPs get put into suites, but those are reserved in the same process as for any member. Our policy, outside of a few events when we expect a full house, is first come, first served.

Easter Brunch

SUNDAY · 16 APRIL · 12 NOON

RESERVATIONS

(415) 673-6672 x212

holidaybrunch@marineclub.com

“All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership.” « John Kenneth Galbraith

242nd Birthday Ball

Our 242nd USMC Birthday Ball will be held on Saturday, 18 November 2017. Benefactors can now call or email Caitlin McClelland (Caitlin@marineclub.com) to put their name on the Birthday Ball registration list. Please provide your name, number in your party, the name(s) of your guest(s), your phone number and email. Interested attendees may NOT yet pay for tickets, and can ONLY put their name(s) on the list. Ticket price information will be confirmed by 15 February 2017. On that date, Benefactors can purchase tickets based on that pricing (and we will reconnect with everyone on the list as it has been compiled). Regular members will be able to purchase tickets beginning 6 March 2017.

“In the case of good books, the point is not how many of them you can get through, but rather how many can get through to you.” « Mortimer J. Adler

New Benefactors

Welcome aboard, new Benefactor members! We look forward to offering you a formal orientation to the Club, reviewing your benefits package and making introductions. Look for updates on NEW BENEFACTOR ORIENTATIONS to be held in February and March. We'll offer tours, as well.

“If any man despises me, that is his problem. My only concern is not doing or saying anything deserving of contempt.” « Marcus Aurelius



Membership Tiers

We are planning to release new membership tiers this spring with new benefits and new ways to connect and engage with your Club. But first, we are going to convene several focus groups to review in some of our ideas. We want to ensure that what we offer best meets our members' needs and interests. We will reach out to members in the coming month and hope those of you willing will join us to review our ideas and lend your insights.

“You cannot create experience. You must undergo it.” « Albert Camus

Surge Ops

Your membership department is responsible for supporting over 20,000 members of the Marines' Memorial Association. This task is in the able hands of 4 team members who comprise the Marines' Memorial Membership Department. When not answering member phone calls or interviewing “members to be,” they are busy processing Regular and Active Duty applications, handling member renewals, processing contributions, drafting acknowledgement letters, producing membership cards, sending renewal notices, supervising social media feeds, troubleshooting e-mail and password connections, managing the gift certificate program, processing applications for memorial plaques, and otherwise maintaining membership records and ensuring compliance with

non-profit laws surrounding a war-veterans' non profit. Our membership team works with our Development, Living Memorial, and Information Technology departments to support the mission: honoring the legacy of military service.

“They've made the mistake of thinking that power over others and leadership are the same thing.” « Tim Tharp

Museum Notes

Our Living Memorial Team, under the able leadership of Gunnery Sergeant Wendy Shuman, USMC (Ret.) and volunteers, has been hard at work. The Commandant's Floor has been fully redecorated. Portraits of the Commandants again hang in the passageways, as do the Sergeants Major of the Marine Corps. On your next visit, stop in and take a look at the 3rd deck. Additionally, we are changing a few of the displays in the Library to make more efficient use of space. The 5th deck is the Hall of Valor, where we display our Navy Cross recipients. We are expanding that collection to include more Vietnam, Korea, WWII and WWI citations. Lastly, you will notice some refreshed displays in the lobby, where we have updated our Iraq and Afghanistan exhibition.

“The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” « Martin Luther King Jr.



Member's Choice

Members Only Hotel Package for 2017

Package Includes:

- Single or double occupancy in a standard room (Sun-Thurs)*
- Complimentary Business Center + WiFi in guest rooms
- Premium bath amenities
- Local weekday newspaper
- Full American Breakfast
- Hosted Happy Hour 4-6pm daily
- Pass to Active Sports Clubs Union Square



3
Nights
\$519

4
Nights
\$649

5
Nights
\$769

Book your **San Francisco getaway** today!

1-800-5-MARINE hotel.MarineClub.org/specials

*For Members only and subject to availability. Upgrades when available: Deluxe/Corner \$20 add'l per night; Suite \$100 add'l per night. Up to five rooms may be booked at this rate for each membership; all rooms must be registered and paid for by the Member. All prices subject to prevailing hotel occupancy tax. Package must be purchased 7 days in advance and paid at time of reservation. Refund available with 7 days notice. Not applicable to groups. May not be combined with other Hotel or Club offers. All packages subject to availability. Restrictions may apply.



YOUR CLUB CALENDAR \ UPCOMING EVENTS + REUNIONS

HOTEL.MARINECLUB.ORG/ABOUT/CALENDAR

24 February 2017 · 9:00 am
MEMORIAL SERVICE FOR THE GOLD STAR PARENTS EVENT

Held in the Marines' Memorial Theatre.

13 March 2017 · 6:00 pm
MEET THE AUTHOR: GENERAL MICHAEL HAYDEN, USAF

Gen Hayden will speak on his book Playing to the Edge: American Intelligence in the Age of Terror.

7 March 2017 · 6 pm
IWO JIMA COMMEMORATION, 72ND ANNIVERSARY

A special evening to honor Veterans of this epic battle, with Guest Speaker Col Tom Prentice, CO 23rd Marines.

11 April 2017 · 6:00 pm
MEET THE AUTHOR: DR. JIM WRIGHT

Join us for a talk on Enduring Vietnam: An American Generation and its War.

20 April 2017 · 6:00 pm
5TH ANNUAL SALUTE TO IRAQ AND AFGHANISTAN VETERANS

Join us in honoring our newest generation of Veterans, with featured speaker SgtMaj Brad Kasal, USMC.

12 May 2017 · 6:00 pm
SALUTE TO VIETNAM WAR VETERANS

With Joe Galloway and THE VIETNAM WAR filmmaker Lynn Novick (sneak peek of the film to be aired on PBS in September – preview at PBS.org/vietnamwar), plus a grand reception.

3 – 5 March 2017
VFA-41 SQUADRON REUNION

22 – 26 May 2017
HELICOPTER SQUADRON 265 REUNION

20 – 23 June 2017
USS BATAAN REUNION

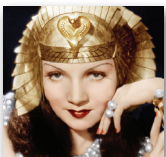
COMING SOON TO **MARINES' MEMORIAL THEATRE** \ MARINESMEMORIALTHEATRE.COM

History. The Arts. Music. Events.

HUMANITIES WEST PRESENTS:



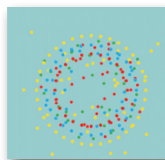
24 & 25 February 2017
WANDERLUST: VIKING RAIDERS, TRADERS, NEIGHBORS Explore their journeys, stories, music and art.




5 & 6 May 2017
CLEOPATRA: THE LAST PHARAOH
The most influential woman of the Hellenistic age. cityboxoffice.com



5 March 2017
TEDxUSCDavisSF Speeches, performers, new ideas...Explore what it means to CONNECT. cityboxoffice.com



15 March 2017  **DESIGNING YOUR LIFE WITH BILL BURNETT & DAVE EVANS** Learn to build a well-lived, joyful life. inforum.org



31 March – 16 April 2017
JITNEY By August Wilson, presented by the African-American Shakespeare Company. brownpapertickets.com



21 – 30 April 2017
MEN ARE FROM MARS-WOMEN ARE FROM VENUS LIVE! A hysterical one-man show for couples. shnsf.com



COMMEMORATION » Korean War



Photos: Michael Mustacchi

On 22 September 2016, over 200 Veterans of the Korean War and their guests participated in a luncheon honoring the legacy of military service in Korea 1950-1953. This commemoration marked the 66th anniversary of the beginning of the Korean War and took place in the Commandant's Room. There were no empty seats. Marine Sergeant Donald F. Reid, a non-commissioned officer and machine gunner with 7th Marines in the Korean War, delivered the keynote address. "The Korean War was important," he said, "because for the first time, military force was used to contain communism." Communist military aggression had to be defeated, he continued, and this gave way to the economic miracle that is South Korea today. Also attending and sharing remarks was the Honorable Shin Chae-Hyun, Consul General of the Republic of Korea in San Francisco. He reiterated the importance of American military forces in South Korea as a deterrent to both war and nuclear proliferation by North Korea. Consul Shin also took the opportunity to present to Korean War Veterans the Ambassador for Peace Medal. The Korean War is sometimes referred to, erroneously, as the Forgotten War. In South Korea, as well as here in San Francisco where a new memorial has been built on the grounds of the Presidio, it will never be forgotten.



**HONOR
THEIR
MEMORY**
with a Memorial Plaque at
the Marines' Memorial Club

**TO ORDER A MEMORIAL PLAQUE, PLEASE COMPLETE AND FAX OR MAIL THIS FORM WITH PAYMENT TO:
415.563.5820; Memorial Plaques, Marines' Memorial Club, 609 Sutter St., San Francisco, CA 94102**

Name: _____ Member number: _____
 Address: _____
 City, State, Zip: _____
 Telephone: () _____ Email: _____

Plaque Information

Seal (circle one): Marine Navy Army Air Force Coast Guard

Line 1: _____
 Line 2: _____
 Line 3: _____
 Line 4: _____
 Line 5: _____
 Line 6: _____

Plaque donation: \$750. Additional donation: _____ Total: _____

Payment method (circle one): Cash Check Credit Card (Visa, Mastercard, American Express, Diners)

Credit Card number: _____ Exp: _____

Signature: _____ Date: _____



MEET THE AUTHOR

» Daniel Kunitz *Lift*

Our Meet the Author program featured Daniel Kunitz at the Marines' Memorial Club on 18 October 2016. This is a departure from our normal history and national security topics. Fitness, however, is an important part of life in the active duty military and, for most, an important factor in the life of the average Veteran. In his book, Dan Kunitz examines physical fitness from Greek antiquity to the era of the

“big-box gym” and beyond, exploring the ways in which human exercise and physical ideals have changed over time and what we can learn from our past. The reasons we trained our bodies for the past 2,500 years, he writes, “include to imitate the gods, to be great warriors, to build nations and create communities, to achieve physical perfection, and, of course, to look good naked.” The word gymnasium, after all, derives from the Greek word for naked: *gymnós*. The roots of the modern gym stem from the late nineteenth century, when the first weightlifting machines were invented. The

feminist movement, which kicked off the fitness boom of the 1970s, is what Dan Kunitz really credits with shaping the gyms and routines that we know today. Aerobics have been combined with traditional weightlifting in highly creative ways, bringing us CrossFit and other similar options toward a healthier body. A onetime self-proclaimed fast food junkie himself, Dan is now an avid CrossFitter who is well qualified to write, speak and inspire others to embrace modern fitness culture. His presentation can be viewed at <https://www.youtube.com/watch?v=RLyOamAySo&feature=youtu.be>.

Leatherneck

STEAKHOUSE

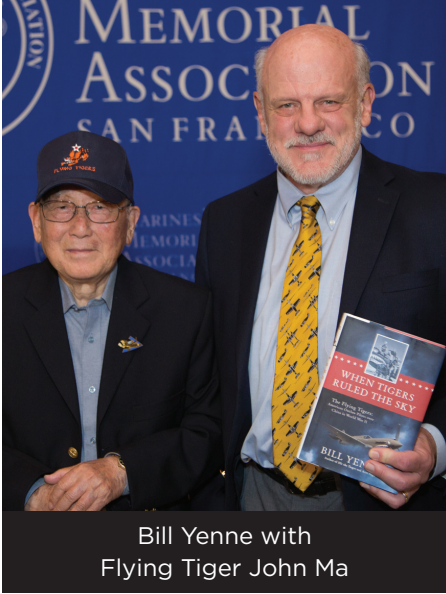


Reservations (415) 673-6672 ext. 254 | hotel.MarineClub.org/dining



Cocktails daily from 11 a.m. · Piano Bar Tues.–Sat. from 5 p.m.
Dinner Tues.–Sat. from 5 p.m. · Lunch Mon.–Fri. 11:30–2
Light Bar Menu Sun. 1–8:30 p.m.

Dress code: California Casual. Gentlemen are to remove their covers.



Bill Yenne with Flying Tiger John Ma

MEET THE AUTHOR

» Bill Yenne When Tigers Ruled the Sky

Dolittle Raiders. Cactus Air Force. Tuskegee Airmen – Legendary groups of pilots all! However, perhaps the most interesting collection of World War II aviators was the Flying Tigers. They were, in effect, mercenaries recruited out of the active duty force to aid the Chinese in the war before the United States even entered World War II. This was our topic for the evening on 27 October 2016 as Marines' Memorial hosted Bill Yenne, author of When Tigers Ruled the Sky.

In 1940, before Pearl Harbor, President Roosevelt was seeking a way to aid China in her war against Japan. General Chiang Kai-shek sent military aviation advisor Claire Chennault to Washington with a plan for what can be best described as an aerial foreign legion. With the president's tacit approval, the American Volunteer Group (AVG) was created. With the help of TV Soong, the brother of Madame Chiang Kai-shek, Chennault received the equipment and funding to set sail for China with a force nearly 400 strong and 100 Curtiss P-40B fighters. One of the pilots on board, with a fake passport and identity

papers that identified him as a priest, was Major Gregory "Pappy" Boyington, some years later to become an iconic Marine fighter Ace and Medal of Honor recipient.

Incentives were attractive for the Flying Tigers. In mid-1941, military pilots were receiving \$260 a month, decent pay for that time. Pilots in the AVG received upwards of \$600 a month. Additionally, there was a \$500 bonus promised for every confirmed Japanese aircraft shot down or destroyed. At the outset, 87 pilots competed for these spoils.

Chennault organized the Flying Tigers into three squadrons. The 1st Squadron was designated "Adam and Eve," the 2nd Squadron was named "Panda Bears," and the third was called "Hell's Angels." While training in Burma, the squadrons demonstrated energy and creativity. Part of this was expressed by new paint jobs on their aircraft: the iconic open shark's mouth, complemented by evil-eyes.

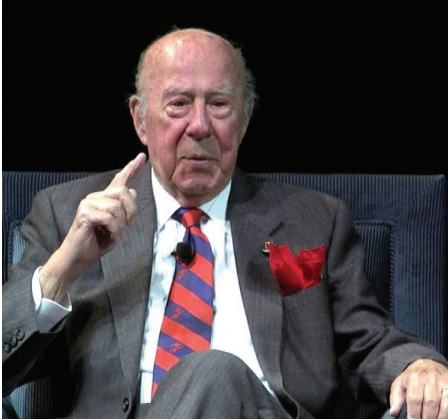
After the attack by the Japanese at Pearl Harbor, Hawaii on 7 December 1941, the AVG started offensive operations. Starting on 8 December, Chennault's men attacked ground targets and engaged enemy aircraft throughout the China-Burma-India (CBI) Theater of Operations. From the start, they scored lopsided victories over Japanese forces. In a bleak period for the Allies in World

War II, the AVG stood out as a source of inspiration. British Prime Minister Winston Churchill sent a message to the governor of Burma in 1942 which read: *"The victories of these Americans over the rice paddies of Burma are comparable in character, if not in scope, with those won by the Royal Air Force over the hop fields of Kent in the Battle of Britain."* High praise implying perhaps that once again, so many owed so much to so few!

The Flying Tigers made aviation history in only seven months. In that time, Chennault's pilots shot down 296 enemy planes. That equates to 296 bounties paid to 67 American pilots. Nineteen Flying Tigers were aces and 9 of those shot down more than 10 enemy airplanes each. Only 14 Flying Tiger pilots were lost in aerial combat. Their success rate as a military unit is one rarely matched.

Present at this Meet the Author event was John Ma, who as part of the ground crew of the Flying Tigers, served as a radio operator for Claire Chennault. To view this event online, visit <https://www.youtube.com/watch?v=oggEbPeemyk>.





MEET THE AUTHOR

»George P. Shultz

Learning from Experience

On 16 November 2016, former Secretary of State George P. Shultz was the subject of our Meet the Author Program. Marines' Memorial Association President and CEO Major General J.M. Myatt interviewed Secretary Shultz on his new book, Learning From Experience.

The main theme of the book is that it's not as much what you know, but what you realize. Secretary Shultz, as he often does, began his remarks with reflections on being a Marine. There were three things that he learned as a Marine that impacted his life ever since.

First, upon receiving his rifle from his Drill Sergeant, he was told, "Take good care of this rifle; this is your best friend." The follow on order was to never point the rifle at something you're not willing to shoot. Lesson: No empty threats. No one pays attention if you don't mean what you say. Second, he shared a story of being on an island in the Pacific where his Marines had the opportunity to interact with the natives. This soon turned into buying, selling and bartering goods. Marines wanted to buy things from the islanders and as they tried to haggle with their hosts, prices tended to go up. Lesson: You can't want to deal too much; it won't end well. Third, in his first combat action in WWII, he had a sergeant on whom he relied extensively. After an air attack by the Japanese, he could not find Sergeant Patton. The word soon reached him: Sergeant Patton had been killed. Lesson: Reality

of War. Be careful, know your mission, and ensure when you go to war your people are properly equipped to limit the loss of life.

In his discussion with General Myatt, Secretary Shultz talked about a wide range of experiences in his 95+ years. As one of two people in American history who have held four separate cabinet positions in the United States government, he was highly conversant with them all. He was wholly at ease addressing both foreign and domestic issues: Russia and nuclear weapons, the difference between strength and use of force, desegregation, defense spending, thoughts about the wisdom of having a wall along the Mexican border to stem illegal immigration, and more. On the latter topic, his initial response was sa-

tirical but he followed up by emphasizing that a wall was not necessary; what is important is an effective patrolling effort on the border. Instead of turning people from other countries away, he continued, America should be looking at the reasons why they're leaving their respective countries. In order to get control of the immigration problem with Mexico, the drug problem and the widening influence of organize crime by the drug cartels in Mexico should be addressed.

Secretary Shultz is perhaps the most experienced and renowned statesman alive. His interview with General Myatt is worth time and reflection. It can be found at <https://www.youtube.com/watch?v=iR4dz8JqLbk>.



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Debriefing the President: The Interrogation of Saddam Hussein by John Nixon

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George P. Shultz
Lecture Series

GENERAL JOSEPH F. DUNFORD

CHAIRMAN OF THE
JOINT CHIEFS OF STAFF



Photos: Michael Matuschek

On 1 November, the Chairman of the Joint Chiefs of Staff, General Joseph F. Dunford Jr., addressed members of Club and invited guests in the Marines' Memorial Theatre. The George P. Shultz Lecture Series routinely brings prominent figures in national security to the Bay Area for in depth discussions of current events and policy issues of the day.

A small VIP reception in the General Ames Library on the 11th deck preceded General Dunford's talk. The reception included a discussion with local high school students, who asked the Chairman about Syria, the imposition of no-fly zones, and civil-military relations.

Following an introduction by Former Secretary of State George P. Shultz, for whom the lecture series is named, General Dunford began by talking about San Francisco. The city, he said, "...has a great reputation for taking care of Veterans," and he thanked organizations such as the Veterans Administration whose jobs are focused on Veterans' transition and Veterans' health. He also noted the 70th Anniversary of the Marines' Memorial Club, saying "it is a club that all Marines can be, and are, very proud of."

The Chairman's presentation was divided into three parts. First, he discussed the American military's competitive advantage. Second, he outlined the security challenges facing our nation at present. And third, General Dunford participated in a discussion and brief question and answer period with J. Barrie Graham, Chairman of the Marines' Memorial Board of Directors.

The US military today has nearly 2 million soldiers, sailors, airmen, and Marines on active duty. Nearly 275,000 of them are forward deployed in 177

countries. Currently, the US has a "competitive advantage" over any opposing force in the world. Critical to this fact is that each of the Armed Services is recruiting and retaining high quality people.

While highly capable, there are challenges to the force. America has been at war for 15 years. The deployment to dwell ratio has been about 1:1, meaning a serviceman or woman will spend equal time deployed overseas and assigned to home station state-side. This dwell ratio has been exacerbated and wear and tear on equipment experienced due to DoD budget problems over the last three to four years.

The Chairman's goal is to ensure the services are very candid with Congress about these challenges so that our men and women in uniform have the very best equipment, training and leadership to be able to accomplish any mission.

Security challenges comprised the second part of the Chairman's presentation. He summarized this by describing 4 potential "nation state" threats and 1 "non-state" threat, distilled down to a simple equation - "the DoD 4+1." The nation state threats comprise Russia, China, Iran, and North Korea; the non-state actor is Violent Extremism.

General Dunford described these threats as what we use as a benchmark against which to measure our current capabilities and risk. He emphasized this was a planning tool, not to be confused with a predictor of the future. Benchmarking against the mission and possible competitors allows an organization to evaluate capabilities today while also paying attention to potential adversaries. Knowing where these countries and one non state actor will be anywhere from three to ten years from now helps us evaluate ourselves

with respect to our strategy, force structure, equipment, etc.

The Chairman then gave his views on each of these 4+1 challenges:

Russia is experiencing demographic and economic challenges, yet they have continued to make significant investments in military capabilities. Their

nuclear enterprise has been modernized, including ballistic and cruise missiles. Air Defense, cyber, space and maritime capabilities have increased in the last decade. The Russian military is operating in places and in a manner we have not witnessed since the Cold War and the mid-1980s. They have demonstrated their capabilities in Georgia, Ukraine and Crimea. Russia's military aim centers on stopping the United States from meeting its obligations with its alliances in Europe. In other words, the intent of Russia would be to stop the US from projecting its military power, thereby undermining the alliance structure in Western Europe.

On China, General Dunford was pragmatic. From budget and capability development perspectives, China is much more opaque than Russia. They also pursue the development of nuclear weapons and are expanding programs for cruise missile, aviation, cyber and space capabilities. The strength of the United States in the Pacific is rooted in its partnerships and alliances. China's objective, similar to Russia's in Europe, is to undermine US policies and alliances on a day-to-day basis.

Concerning Iran, the Chairman was very concise. Iran's number one export is malign influence projected through its political and para-military organizations such as the Quds force

that has deep links to the Iranian Revolutionary Guard. Iran projects force across the Middle East and its focus of effort is on restricting freedom of navigation, especially in the geographical choke points such as the Straits of Hormuz and the Straits of Bab Al Mandeb.

Rounding out the 4 nation state

threats is North Korea. General Dunford indicated that tests of nuclear capability and the development of mobile and intercontinental ballistic missiles are the main concern with North Korea. Development of that threat could put dangerous capabilities behind the brash and threatening state-

ments of that country's leadership.

The Chairman spent as much time on the non-state problem, Violent Extremism, as he did on the 4 nation state threats combined. Although the current focus is on the Islamic State (IS), we also keep aware of Al-Qeada, and other extremist groups. The pressure of the United States and its allies, particularly in South Asia with regard to Al-Qeada, has, over the past decade, prevented another 9-11 like attack. In the battle against the Islamic State, the United States has taken away significant territory, limited freedom of movement eliminated a number of resources, and degraded the organization's operational and logistical capabilities. Along with our allies, we seek to discredit the IS narrative, especially that directed at Middle Eastern youth who have been or are at risk of being

“One reason I’m so aggressive in talking about our challenges is that I don’t want our young men and women to be in a fair fight. That’s not the deal. If you’re part of the United States military, you’re not going to be in a fair fight. We want them to have a competitive advantage.”

» GEN JOSEPH DUNFORD

radicalized. This battle is ongoing in Syria, Iraq and Libya. Similarly, the same land war and informational war wages in West Africa and Afghanistan.

In conclusion, General Dunford talked about the implications of 4+1. The United States is a nation that thinks and acts globally. To do so requires a balanced inventory of capabilities and capacities. Therefore, the American military can't afford to be prepared for only one side of the conflict or another. It would be unwise to focus only on China or Russia, and not address violent extremism; we need to be prepared to wage both kinds of war. In the past five years, the budget process has caused the defense establishment to become unbalanced, with many difficult decisions forced upon our military leadership. In most cases, we are engaged in adversarial competition that falls short of actual armed conflict. Yet, we have a tendency to look at ourselves as either at peace or at war. The US is very different from how China, Russia and Iran view their respective situations. Russia, for example, combines economic coercion, political influence, information operations, unconventional operations, military capability and posture – on a day-to-day basis – to advance its interests. Conflict today, stated General Dunford, is more likely to be trans-regional, multi-domain (meaning land, air, sea, space, cyber-space), and multi-functional. To pull it off requires global integration in both planning and execution.

To view General Dunford's presentation, visit: <https://www.youtube.com/watch?v=ru9RKMsOrmU>.



CEREMONY+CELEBRATION

241st BIRTHDAY BALL

FOR THE UNITED STATES MARINE CORPS



THE 2016 MARINE CORPS BIRTHDAY BALL WAS HELD ON 12

November at the Marines' Memorial Club. The Guest of Honor was General Anthony Zinni, USMC (Ret.). A former Envoy to the Middle East, Commander of US Central Command and Commanding General of the 1st Marine Expeditionary Force, General Zinni currently lives in Virginia and he is the Vice Chairman of the Board of Directors at Marines' Memorial Association. His address to a packed Marines' Memorial Theatre during the birthday ceremony reassured everyone that the Marine Corps was in good hands. A recent reunion of his Basic School class at Quantico, Virginia gave him the background and context for his remarks at the Ball. The important things are still being done right, despite all the changes in regulations, policies and equipment. Marines are still forged from the same tough training as in years before, even though we occasionally draw comparisons to our respective "Old Corps." During the cake cutting, General Zinni received the first piece of cake. The second piece of cake was handed by General Zinni to the oldest Marine present, Major George Washington Parker, USMC (Ret.), who was born in 1918. Subsequently, and according to tradition, Major Parker handed the youngest Marine a piece of cake. The youngest Marine was Lance Corporal Erik Starling from Lima Company, Third Battalion, Fourth Marines. Lance Corporal Starling was born in 1996.

Once again, the 23d Marines organized and executed the ceremonial portion of the birthday ball flawlessly. In addition to the 241st Anniversary of the founding of the Continental Marines in Tun Tavern, this also marked the 70th Anniversary of the Marines' Memorial Club. It was on 10 November 1946 that the Club first opened its doors. In addition to the official birthday message from the Commandant of the Marine Corps, the program included a special video about the first 70 years of the Marines' Memorial. That video can be viewed online at <https://www.youtube.com/watch?v=1bp1rB7pcdk>.

Photos: Michael Mustacchi



THANK YOU FOR YOUR SUPPORT!

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FLEET WEEK 2016



This past October, the Marines Memorial Club participated in the highly successful San Francisco Fleet Week 2016.

Fleet Week is the largest civic event in Northern California that is free to the public. While celebrating our nation's sea services with public events and activities for the visiting sailors, Marines and Coast Guardsmen, it also provides serious education and training programs on joint military/civilian humanitarian assistance and disaster response missions.

Fleet Week's Center for Humanitarian Assistance (the Center) gives the event a serious purpose by leveraging the presence of the military assets to organize humanitarian assistance and disaster response training and education programs. This year, the Center's program began by connecting local civilian medical personnel with their military counterparts to conduct medical exercises. Participants were flown out to the USS San Diego and while on board, learned to work with their military counterparts, utilizing the medical service capabilities of the Navy. A second exercise, organized in partnership with the San Francisco Department of Emergency Management, consisted of a live drill on "last tactical mile" delivery of commodities to citizens following a catastrophic earthquake. The military and civilian agencies demonstrated how commodities could be delivered from the sea, transferred to land based transport, and set up at a Commodity Point of Distribution (C-POD).

The exercises were followed by two days of humanitarian assistance and disaster response education and training. The Center's annual Senior Leaders Seminar provided a forum where military and civilian leaders reviewed best practices in disaster response. This year, panel discussions were held on the global refugee crisis, and provided in-depth discussions on energy, supply chain disruption, and crisis communication. The Seminar took place at the Marines' Memorial Club and brought civilian luminary speakers such as Mayor Edwin

Lee, Congressman John Garamendi, former Secretary of Defense Leon Panetta and former Secretary of State George P. Shultz. A host of general and flag officers spoke and/or attended, including Lieutenant General Ron Bailey, USMC, Deputy Commandant for Plans, Policies, and Operations; Lieutenant General John E. Wissler, Commander of Marine Forces Command; Lieutenant General Rex McMillan, USMC, Commander, Marine Forces Reserve; Vice Admiral Nora Tyson, USN, Commander, THIRD Fleet; and Vice Admiral Fred Midgette, Commander, USCG Pacific Area. As part of the larger Humanitarian Assistance program, the San Francisco Fire Department provided urban search and rescue training for sailors and Marines, and the City also provided members of the military with ambulance "ride along" opportunities.

Following the Senior Leaders Seminar, participants joined members and guests in the Marines' Memorial Theatre, where the First Marine Division Band performed their annual Honor the Fallen Concert, a moving tribute to post-9/11 Veterans who have made the ultimate sacrifice for their country.

For the second year in a row, the Coast Guard took home the championship trophy from the San Francisco Fleet Week Softball Tournament. The tournament, along with the annual Fleet Week Crew Barbeque, organized by the Oakland Navy League, are two of the most popular events for the visiting active duty service members.

As the week continued, Fleet Week celebrated the centennial of the Marine Corps Reserve. A ceremony was held at Union Square, where Officer of the Day George P. Shultz presided, General McMillan gave remarks, and the Silent Drill Platoon and the First Marine Division Band performed. This event, which was open to the public, was followed by a parade up Powell Street from Union Square, ending at the front entrance of Marines' Memorial Club. Ceremony participants were subsequently hosted for lunch at the Club.



The annual Parade of Ships this year included the USS San Diego (LPD-22), the USS Mobile Bay (CG-53), the USCGC Mellon (WHEC-717), and Her Majesty's Canadian Ship (HMCS) Calgary (FFH-335) transiting into San Francisco Bay beneath the Golden Gate Bridge. Pier-side, the ship crews hosted over 24,000 visitors while the Navy Band entertained those waiting in line. When not playing for the visitors, the Navy Band joined the First Marine Division Band, playing 19 concerts in neighborhoods throughout the City.

Over a million people around the Bay were dazzled by the annual air show featuring the Blue Angels in their F/A-18s, along with a host of other performers including the U.S. Navy Leap Frogs Parachute Team and the U.S. Air Force F-22 Raptor Demonstration Team. On San Francisco's Marina Green, the Festival included a display of military equipment showing the Naval Services' capabilities to provide humanitarian assistance and disaster relief. The Saturday air show set an all-time single day attendance record at Fishermen's Wharf, with over 155,000 visitors.

The seventh annual San Francisco Fleet Week High School Band Challenge was held on Columbus Day at the historic Band Shell inside Golden Gate Park. Since 2010, the Band Challenge has contributed over \$150,000 to support music and art programs in Bay Area schools. This year, eight bands put on sensational performances for cheering crowds. The First Marine Division Band filled the intermissions with modern and patriotic arrangements. This year's winning band, from San Francisco's Archbishop Riordan High School, celebrated as they received a check for \$10,000 to support their school music program. Prize money was awarded to all participating bands.

With great memories of Fleet Week 2016 remaining, planning for Fleet Week 2017 is well underway. Keep a watch for activities by following San Francisco Fleet Week on Facebook (www.facebook.com/FleetWeek) and at www.fleetweeksf.org.





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ALASKA Anchorage: Petroleum Club **ARIZONA** Phoenix: University Club of Phoenix **CALIFORNIA** Bakersfield: Petroleum Club Benicia: Benicia Yacht Club Berkeley: Berkeley City Club* City of Industry: Pacific Palms Resort* Eureka: Ingomar Club Los Angeles: Los Angeles Athletic Club*; Griffin Club Marina del Rey: California Yacht Club Newport Beach: Balboa Bay Club*; Pacific Club Oxnard: Tower Club Pacific Palisades: Riviera Country Club* Pasadena: The Athenaeum*; University Club of Pasadena Sacramento: Sutter Club San Francisco: Golden Gate Yacht Club Santa Barbara: University Club of Santa Barbara; Santa Barbara Club **COLORADO** Colorado Springs: El Paso Club Denver: Denver Athletic Club; University Club **CONNECTICUT** Hartford: Hartford Club New Haven: Elm City Club*; New Haven Lawn Club*; Mory's Association New London: Thames Club **DELAWARE** Wilmington: The University and Whist Club **DISTRICT OF COLUMBIA** Washington, DC: Army and Navy Club*; Capitol Hill Club; Georgetown Club **FLORIDA** Jacksonville: River Club; Epping Forest Yacht Club Orlando: University Club of Orlando Sarasota: Sarasota Yacht Club Tallahassee: Governors Club Tampa: Tampa Club **GEORGIA** Atlanta: The Commerce Club; The Georgian Club; City Club of Buckhead Augusta: Pinnacle Club **HAWAII** Hilo: Hilo Yacht Club Honolulu: Pacific Club; Plaza Club **ILLINOIS** Chicago: Union League Club*; University Club*; The Standard Club*; Buckingham Athletic Club* Rockford: University Club of Rockford Springfield: The Sangamo Club **INDIANA** Fort Wayne: Summit Club Indianapolis: Columbia Club* **IOWA** Des Moines: Embassy Club; Embassy Club – West **KANSAS** Topeka: Top of the Tower **KENTUCKY** Covington: Metropolitan Club of Kentucky **LOUISIANA** New Orleans: Plimsoll Club **MAINE** Portland: Cumberland Club **MARYLAND** Annapolis: Naval Academy Club Baltimore: The Center Club; The Engineers Club of Baltimore; Johns Hopkins Club **MASSACHUSETTS** Boston: Harvard Club of Boston*; Algonquin Club* New Bedford: Wamsutta Club Quincy: Neighborhood Club of Quincy **MICHIGAN** Detroit: Detroit Athletic Club* Grand Rapids: University Club Iron Mountain: Chippewa Club Kalamazoo: Beacon Club Saginaw: Saginaw Club **MINNESOTA** Minneapolis: Minneapolis Club* St. Paul: University Club of St. Paul **MISSOURI** Saint Louis: Missouri Athletic Club* **MONTANA** Helena: Montana Club **NEBRASKA** Lincoln: Nebraska Club **NEW HAMPSHIRE** Portsmouth: The One Hundred Club **NEW JERSEY** Florham Park: Park Avenue Club **NEW YORK** Albany: Fort Orange Club*; University Club of Albany* Binghamton: Binghamton Club Brooklyn: Montauk Club Buffalo: Saturn Club* New York City: New York Athletic Club*; Yale Club of New York City*; Princeton Club of New York*; Columbia University Club*; The Cornell Club* Staten Island: Belvedere Club Rochester: Genesee Valley Club Utica: Fort Schuyler Club **NORTH CAROLINA** Durham: University Club Charlotte: Charlotte City Club Wilmington: City Club at de Rosset* **OHIO** Cincinnati: Queen City Club* Cleveland: Union Club of Cleveland* Columbus: The Athletic Club* Toledo: The Toledo Club* **OKLAHOMA** Oklahoma City: Beacon Club Tulsa: Summit Club **OREGON** Portland: University Club **PENNSYLVANIA** Lancaster: Hamilton Club of Lancaster Philadelphia: The Union League of Philadelphia*; Racquet Club of Philadelphia* Pittsburgh: Pittsburgh Athletic Assn.*; Allegheny HYP Club Wilkes-Barre: Westmoreland Club **RHODE ISLAND** East Providence: Squantum Assn. Providence: Hope Club* **SOUTH CAROLINA** Aiken: Houndslake Country Club Anderson: Anderson Country Club Camden: Springdale Hall Club* Columbia: Palmetto Club Hilton Head Island: South Carolina Yacht Club Rock Hill: City Club of Rock Hill **TENNESSEE** Memphis: University Club; Racquet Club of Memphis **TEXAS** Austin: Austin Club Dallas: Park City Club Fort Worth: Fort Worth Club*; City Club of Fort Worth Houston: The Houston Club San Antonio: Petroleum Club **UTAH** Park City: Club Lespri* Salt Lake City: Alta Club* **VIRGINIA** Norfolk: Norfolk Yacht & Country Club* Roanoke: The Shenandoah Club **WASHINGTON** Seattle: Washington Athletic Club*; Harbor Club Spokane: Spokane Athletic Club* **WISCONSIN** Madison: Madison Club La Crosse: The La Crosse Club Milwaukee: University Club of Milwaukee*; Milwaukee Athletic Club* **WYOMING** Jackson: White Buffalo Club*

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CAROL'S CORNER

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Dear Members,

So, you just moved to a new town...there's a lovely reciprocal club just minutes away, and you can't wait to make it your own! Well, there's something you should know: Our reciprocal clubs graciously welcome our Members, as we do theirs, for occasional, pre-arranged visits. But no guest is entitled to unlimited access! This benefit of your MMC membership works beautifully because of specific and mutually agreeable arrangements — and limitations — between our clubs. It's up to you to ask each club directly about their reciprocal club policies: how often you may visit, payment options (always settle charges before departure!), dress codes, etc. It's great to have a club to call your own, and wherever you are in the world, the Marines' Memorial is *your* club. Represent your home club well by being a model reciprocal club guest, and the program will keep growing. Check out our four new clubs this quarter!

Carol

MARINES' MEMORIAL ASSOCIATION MEMBERSHIP APPLICATION

Fax to: 415.563.5820 Mail to: 609 Sutter St., San Francisco, CA 94102 **Welcome Aboard!**

Membership Categories (All donations are tax-deductible and non-refundable):

- Regular** Veteran & Retired, all US Services, including Merchant Marine (wartime): Annual donation \$200.00
- Currently Serving Members of the Armed Forces** All Services \$35 (Rates remain the same until personnel departs Active/Reserve status, then normal member rates apply)

Membership Information (Please print clearly)

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Branch of Service: USMC USN USA USAF USCG Merchant Marine (wartime)

Military Status: _____ Highest/Current Rank: _____

Birth Date: ____ / ____ / 19____ Email: _____ @ _____

Address: _____

City: _____ State: _____ Zip: _____

Home Phone: _____ Mobile: _____

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How did you hear about us?

- Advertisement or news article (Name of publication: _____)
- Visit to the Club or Theatre Member/family/friend Site presentation Other _____

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Your spouse, children over 21 years (who are ineligible for membership by themselves) and non-military parents are eligible for Guest Cards. Spouse card is complimentary; all others are \$50 annually, per Guest Card. Please list names, relations and ages of those for whom you would like to add a card (use reverse side if necessary). In-laws are ineligible.

Last Name	First Name	MI	Relationship	Age	Amount
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_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Processing Your Membership Application

In addition to the completion of this application, please attach the following:

- **Photocopy of Official Verification of Honorable Service:** DD214 or Retired ID Card; copy of front of Active Duty ID Card (Currently Serving only) **Note:** If you cannot locate verification or know that it has been lost, you can obtain a copy by writing: National Military Personnel Records Center, 9700 Page Blvd., St. Louis, Missouri 63132. Or complete the online form at: <http://www.archives.gov/veterans/military-service-records/index.html>
- **Appropriate Donation** (All donations are tax-deductible and non-refundable)

Circle Payment Type: MC VISA AMEX Diners Club Personal check or other: _____

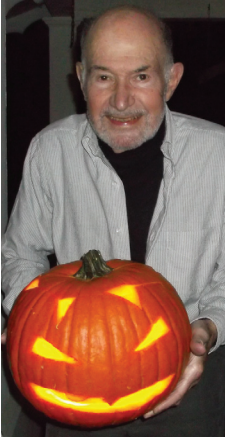
Total Amount Due (membership donation + guest card(s)) \$ _____

Credit Card # _____ Exp. Date _____

Signature of Applicant _____ Date _____

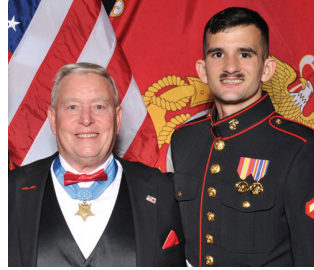
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“I wouldn’t say we’re travelers,” says Portland resident **RON SAROFF**. Indeed, Ron and wife Irene Hecht make themselves at home all over, spending two months in France, a month on Hawaii’s Big Island, and a week or so at the Club each year. Cruising is out of the question, however, ever since Ron began his Korean War service as a Navy Corpsman on a ship with several hundred Marines, hitting a typhoon along the way. Spending more time in the ensuing years with Marines (First Marine Air Wing) than with the Navy — including assignments to Pendleton and El Toro — Ron felt right at home joining the Marines’ Memorial upon returning stateside in 1955. “There is a recognition panel for Corpsmen in the lobby,” he notes, “which I appreciate very much.” Also, for Ron and Irene, even the world’s great luxury hotels don’t hold a candle to the MMC. “It’s like being at home, without any of the chores.” Ron’s careers in city planning and academia around the US included time in Alaska, where he worked on the reconstruction of Anchorage following the devastating 1964 earthquake. Now retired, Ron’s interests lead him onto the hiking trail, into the markets as his family’s financial manager, and to the classical concert hall. He is also a poet and quite serious about pumpkin carving.

Last August, the Marines’ Memorial welcomed Medal of Honor recipient **COL DON “DOC” BALLARD (MOH)** as both a guest speaker and an honorary Member. The Colonel, as he is known even among family, is frequently invited to speak to groups of young Marines, to share his experiences, inspire and motivate them so they’ll stay enthusiastic on the job. The former Navy Corpsman, upon retiring from the Kansas National Guard in 2000, served as a firefighter, paramedic and police officer for several years, before finally “retiring from everything.” Two years later, he launched a new career as a funeral director, and discovered something that distressed him greatly: while many (though not all) deceased Veterans qualify for burial benefits, funeral costs are left to the family. Most families are caught off guard by this, and many cannot afford it. “The Vets themselves have no idea,” he says. “The wife says, ‘He told me it was all paid for’. She’s overwhelmed and learning this at the worst possible time.” So the Colonel and his wife, Virginia, established the Forgotten Veterans Foundation and bought a mortuary and cemetery of their own, allowing them the freedom to subsidize this essential ritual for local grieving families. Awareness has spread beyond their Missouri town, and the Ballards dream of raising enough money to assure every Veteran a dignified military funeral — “a final salute for a job well done.” One hundred percent of the Colonel’s speaking fees go



directly to the foundation, and every dollar donated is spent on Veterans’ funeral costs. Education is also essential to their mission, he explains: “We are telling people what they need to know as consumers, so they won’t be a victim” in their time of grief.

Grain Valley, Missouri native **LCpl ADAM BALLARD, USMC** is stationed with 1st LAR Battalion (Highlanders), 1st Marine Division on Camp Pendleton. Adam joined the Marines’ Memorial when he and his father, Medal of Honor recipient Colonel Don Ballard, stayed in the Club during a weekend trip to San Francisco to attend the 23d Marines Reserve unit’s mess night celebration. Though he has only been to the one event so far, Adam looks forward to attending more in the years to come. And even when he’s not here, his friends very well may be. “I know a lot of people who travel often and I always recommend the Marines’ Memorial,” he says. Adam also shares and promotes the Club over social media. As he carries on his family’s multi-generational legacy of service, including helping to operate his parents’ Forgotten Veterans Foundation, Adam is struck by how the history contained in the Living Memorial’s displays “almost falls onto me” while walking the halls. He is also moved by “the sense of dignity, vigil, and remembrance that the Club’s existence provides to fallen military and their families.”



In the late 1980s, **COL MICHAEL MCCARTHY, USMC (RET.)** attended a mess night at MMC while serving in the Marine Corps Reserve on Treasure Island. Going on active duty in 1988, he would not be stationed back in California until 2004, when he landed at Camp Pendleton. He married, had children, and brought the family for frequent stays at the Club while visiting family in the Bay Area. He encouraged his friends at Pendleton to check out this great resource “just up the road.” Last December, Col McCarthy traded his Pentagon post for post-military life. He looked forward to getting back to his native Bay Area, and back within range of the Club. “I’m a ‘gotta move on with your life’ guy,” he says, “but I still wanted to keep a link to the Marine Corps.” Michael is drawn to the Club’s breadth of events and great location. In the coming year, Michael will pursue work in historic preservation at one of the many parks and historic sites in the Bay Area.

OUR BUILDING'S HISTORY TAKING REFUGE, 1945

In August 1945, a weary, worldly young girl and her mother, recently liberated from internment in the Philippines, stepped off a small Dutch banana boat in San Francisco. The boat had been out picking up its load of fruit when war broke out in the Pacific, and thereafter dedicated itself to the service of the Allies. That late summer of 1945, it carried a load of U.S. servicemen going on leave, along with Rozie Duckworth and her daughter, who were heading “home,” to repatriation in the U.S.

“We got off last,” recalls Irene Hecht. “The Red Cross people said they didn’t know where we could stay. We didn’t have a dime to our names. Our clothing wasn’t suitable for San Francisco in July. We had no shoes. It was terrible.” They finally were taken to the 12-story building at 609 Sutter Street, which would become the Marines’ Memorial Club 15 months later. With the Pacific war still officially on, military personnel filled every available room. There was no space for civilians, not even refugees.

We’ll put you in the attic, they were told, with mattresses on the floor. Twelve-year-old Irene didn’t mind a bit, given her accommodations of the previous three years. Invited to stay just until they got their bearings, Irene’s mother set about making practical arrangements, shopping for clothes, and planning the next leg of their journey.

Irene had hoped to stay in California, but her mother, of the opinion that the girl was “a little barbarian who needed to learn how to be a lady,” decided to go east, to New York City.

Irene’s parents had immigrated to the Philippines separately in 1919. Rosalind “Rozie” Winchester accompanied her brother on the 28-day journey across the Pacific, where he sought to make his fortune. Like her uncle, Irene’s father, Jim Duckworth, also saw opportunity in what Irene refers to as “the last frontier.” The two men settled into Manila’s small American expat community, where they met and went into business together.

Jim and Rozie met and married in 1920, settling on the island of Mindanao. Baby Nunny, as Irene was dubbed by her Filipina amah, was born in Manila in 1932.

In the late 1930s, business in Manila was dominated by U.S. citizens. More than a year before the attack on Pearl Harbor, business leaders, aware of tension with Japan and observing a steady flow of Japanese into Manila, formed a steering committee for the community. They alerted the American government that trouble was coming. “The closer it got to December 1941, they kept urging the U.S. to advise women and children to get out,” explains Irene. The Department of Defense did finally give orders for women and children to leave. “I vividly remember Father coming to the apartment where Mom and I lived after my parents split up, saying, ‘There’s a ship parked at Pier 7, leaving next week. It will be the last civilian ship to get out of Manila.’ Mom refused to get on it.”

There were few U.S. forces in Manila then, and the rest were neither well trained nor well equipped. Knowing that the moment the Japanese marched in, they would round up all



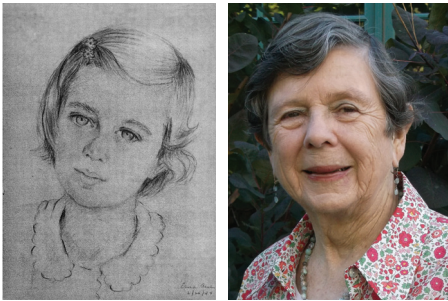
enemy civilians, the steering committee devised a clever, detailed plan to keep their community as safe as possible. The University of Santo Tomas was thus prepared to house internees and the invading Japanese handed a list of enemy aliens and their addresses.

Rozie and nine-year-old Nunny were among the first arrivals to the camp. There were more and more every day, reaching a total of 3,000. A “governing committee” took responsibility for the internees’ basic needs, even securing books to read.

As an Anglo child in Manila, Nunny had had no independence; she was always under the watchful eye of a servant or parent. But in the camp, she remembers, “though there was no privacy and our mealtimes and such were very regimented, I could wander about, climb trees, have the run of the grounds. The children there had enormous freedom.”

Santo Tomas’ extensive, fenced campus was in a residential area within the city — a more visible and thus safer location than any of the other Philippine camps. Even so, the Japanese finally took over the food supply and systematically starved the prisoners.

News and rumors of the war’s progress ruled camp conversation,



and there were nightly announcements, often about changes in the food allotment. One night, the announcer worked in a coded message: *Better Leyte than never.*

“It was an extraordinary moment,” recalls Irene. “There were hundreds of us on the plaza prior to the night’s lockdown. Everyone held their breath.” They knew help was on the way, but they didn’t know exactly when.

The Army’s 1st Cavalry Division arrived on the night of 3 February 1945. “The reason we survived,” Irene notes, “is that Filipinos were loyal to the U.S.; this was the only place the Japanese faced active resistance from the start.”

As a child, Nunny read and reread a book called *The Princess and the Goblin* by George MacDonald. “It was an important book to me,” she says. “The princess, named Irene, gets trapped underground. She needs to get to her grandma and must follow a magic thread to freedom and safety. In the war years, my fight was to survive, and I took solace in this story of survival.” She took one other thing from the story: On the boat to America, “I checked with my mom, and it was fine with her, so I renamed myself: Irene Winchester Duckworth.”

The independent girl who survived three years as a prisoner of war went on to build a distinguished career in higher education, as a professor, dean, and college president. Now retired, Irene continues to exercise her pas-

sion for education and history. She has written a memoir of her youth and the war years, hopeful that the University of Santo Tomas Press will choose to publish it. On 29 October here in San Francisco, Irene moderated a discussion for the Bataan Historical Society’s WWII in the Philippines Conference, on the role of nurses.

Although she moved back to the West Coast in the 1960s, Irene would not revisit the Marines’ Memorial Club building for another 20 years, after marrying longtime MMA Member Ron Saroff. The couple travel to San Francisco from their Portland home about once a year, always staying at the Club — where the spirit of a girl with a new name and a new country now feels quite at home.



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BOARD ELECTS LEADERSHIP FOR 2017

In their December meeting, the Board of Directors elected **Lieutenant General Robert B. Johnston, USMC (Ret.)** as Chairman of the Marines' Memorial Association Board of Directors for calendar year 2017.

General Johnston served for 34 years on active duty in the Marine Corps. His last duty assignment was as Commander, Marine Forces Atlantic Marine Forces Europe and II Marine Expeditionary Force. During the Gulf War, he served as the CENTCOM Chief-of-Staff. He retired from the US Marine Corps in 1995 and lives in Tucson, Arizona.

The Board also elected two Vice Chairmen for 2017, **General Anthony Zinni** (re-elected) and **Rick Hartnack**. General Zinni spent 36 years in the Corps, retiring in 2000 after having served as Commander in Chief, US Central Command. He is the author of three bestselling books and lives with his wife Debbie in Southern Virginia. Rick Hartnack is a Vietnam-era Marine aviator who serves as a banking executive. He is a Director of the 12th District Federal Reserve Bank and a Director of Federal Home Loan Mortgage Corporation. He lives in Oregon.

Elected as Secretary of the Board is **Sergeant Major Ramona Cook, USMC (Ret.)**. Sergeant Major Cook retired as the Sergeant Major of Marine Corps Base, Camp Pendleton. In retirement, she serves as Protocol Officer for Marine Corps Installations West.

The returning Board Directors are: **Vice Admiral Jody Breckinridge, USCG (Ret.)**; **Colonel Ray Cole, USMC (Ret.)**; **Lieutenant General Ron Coleman, USMC (Ret.)**; **Major General Tony Jackson, USMC (Ret.)**; **Navy Veteran Nicole Nolette**; **Marine Veteran Ian Thomson**, **Lieutenant Colonel Jeff Tice, USAF (Ret.)**; and **Marine Veteran Rob Williams**.

Welcome to three new Directors

Tim Hsai, an Army Veteran, attended West Point and graduated in 2004 after winning the General Stillwell Leadership award. After his Army service, he attended Stanford and earned a law degree and an MBA. He currently works for a start-up in Silicon Valley as founder and chief operating officer and lives in San Francisco.

Sergeant Major Carlton Kent, USMC (Ret.) retired from the Marine Corps in 2011 as the 16th Sergeant Major of the Marine Corps, a position he held for more than four years. Prior to that assignment, he served as the Sergeant Major of I Marine Expeditionary Force for three years, including multiple combat tours in Iraq. He lives in Virginia and

heads up Kent, Campa and Kate, Inc., an organization that helps Veterans find employment.

M.K. Palmore, a Marine Veteran, graduated from the Naval Academy and was commissioned in the US Marine Corps. Following his active duty service, he graduated from the FBI Academy in 1997 and served in Los Angeles on Domestic and International Terrorism, Violent Crimes, Human Intelligence, and the FBI LA SWAT Team. Follow-on assignments involved Cyberterrorism, Team Leader investigating shootings at FBI Headquarters, and Supervisory Special Agent in Organized Crime. In January 2014, he was promoted to Assistant Special Agent in Charge of the Cyber Branch in San Francisco and lives in San Jose.

Farewell and thank you to departing Directors

Departing after three years and as Chairman of the Association Board is **J. Barrie Graham**. Barrie serves as COO of WR Hambrecht+Co, an investment banking firm in San Francisco, and as a Director of Empire Law School, Truett-Hurst Winery, and Canine Companions for Independence. After serving for two years as Director Emeritus, **General Jim Mattis** had to relinquish his position on our Board of Directors in order to accept his appointment as the 26th Secretary of Defense of the United States. Also departing the Board are: **Sergeant Major Frank Pulley, USMC (Ret.)** after two years as Board Secretary; **Colonel Joe Felter, USA (Ret.)** after serving as Audit Committee Chairman; and **Navy Veteran Brad Davis** after three years on the Finance and Membership/Development Committee. Please join us in thanking these departing Directors for their time and for their contributions to make our Association a much better Veterans' organization.

We welcome our new Marines' Memorial Association Board of Directors for 2017.

2017/2018 Academic Year

SCHOLARSHIPS CALL FOR APPLICATIONS

The Marines' Memorial Association will award several scholarships for the academic year beginning in August 2017. Please see scholarship eligibility details at <https://mmanetcom.marineclub.com/ScholarshipsHome>. Applicants are reminded that the selection process is based on merit, as well as a personal statement and three letters of recommendation.

This year we have two NEW scholarships, the **Nancy M. Schonher Scholarship** and the **Wesley Hammon Leach Scholarship**. Gerald and Nancy Thomas established the Nancy M. Schonher Scholarship, in honor of Nancy's mother. This scholarship will award \$5,000 to a female graduate-level student. Nancy M. Schonher was a US Naval Officer and one of the first female military physicians serving during the latter months of World War II. Applicants must meet the following criteria:

- Active or Reserve member of the Armed Forces;
- Have separated honorably from US Armed Forces since 2013;
- Have recently transitioned from US Active Duty to Medical Service Corps;
- Have a Bachelor of Science or equivalent in a medical subject area that is an accepted precursor to the study of medicine;
- Attend an advanced Medical program with the goal of becoming a nurse, nurse practitioner, physician's assistant, or medical doctor (MD or OD) from an accredited American college or university for the 2017/2018 school year.
- Membership with the Marines' Memorial is not required to apply for this scholarship.

Longtime benefactors Walter and Bonnie Leach have added two (2) scholarships named in memory of Walter's nephew. The **Wesley Hammon Leach Scholarships** are awards of \$2,500 each for the 2017/2018 academic year.

Applicants must:

- Attend a trade or vocational school accredited through the Accrediting Commission of Career Schools and Colleges (ACCSC) (www.accsc.org/Directory/index.aspx) during the 2017/2018 school year;
- Have a focus of study that will lead to a viable career; preference will be given to students with a medical or nursing focus.

Marines' Memorial Association is pleased to announce again the **Cold War Veterans Scholarship**, also established by Walter and Bonnie Leach. This scholarship draws attention to the importance of acknowledging Veterans for their peacetime service. Walter Leach, a Cold War era Marine Veteran, joined the US Marine Corps in 1959 and served for four-and-a-half years. Following his end of active service, he studied Civil

Engineering at Cal Poly, Pomona. Two (2) \$2,500 Cold War Veterans Scholarships will be awarded to students pursuing degrees in science, technology, engineering, or math (STEM).

The **Hammer Family Scholarship** will provide a \$5,000 award to at least four (4) eligible military Veterans seeking a degree in the field of math, statistics, chemistry, physics or engineering. James and Linda Hammer are Benefactor Members, frequent visitors and committed supporters of the Marines' Memorial mission. Any Veteran is eligible to apply for this scholarship and Club membership is not required to apply. The intent of this scholarship is to help student Veterans committed to advancing their STEM-related education.

One (1) \$2500 **Edmund K. Gross Education Scholarship**, in memory of Mr. Gross, has been created by a close friend who wishes to remain anonymous. The scholarship is awarded to a student whose goal is to become a teacher.

The **Colonel Richard Hallock Scholarship** is in honor of Army Colonel Richard Hallock, USA (Ret.). Colonel Hallock was very proud of his MMA membership, and his wife, Mrs. Hallock, continues her affiliation today. The Board of Directors will award two (2) Colonel Richard Hallock Scholarships in the amount of \$2,500 each.

With the exception of the Nancy M. Schonher Scholarship, the above categories are limited to undergraduate studies at accredited educational/technical institutions. They will be awarded to eligible applicants who are either graduating high school seniors or are enrolled in institutions of higher education. Scholarships are not automatically renewable. Scholarship recipients must reapply each year and are limited to a total of four awards. We will accept only one application per applicant.

APPLY BEGINNING 15 FEBRUARY 2017 AT:

mmanetcom.marineclub.com/ScholarshipsHome

SUBMISSION DEADLINE: 21 APRIL 2017, 5PM PST

Please support scholarships for deserving students!

ESTABLISH A NAMED SCHOLARSHIP

Would you be interested in sponsoring a scholarship yourself and having the scholarship named after you or a loved one? With a \$25,000 donation, we can work with you to establish such a scholarship. If you are interested, please contact Lara Ryan at (415) 624-5358 or LaraRyan@MarineClub.com.

The Marines' Memorial Association is an IRC 501(c)(19) Veterans Organization and complies with the IRC 170(c)(3) of the US Tax Code. Your donation is 100% tax deductible.

In Memoriam



Jon William Paulson

Marines' Memorial lost an iconic member and former Board Chairman, Jon William Paulson, on 9 October 2016. Jon was born in Seattle, WA and was a graduate of Rutgers University, where, in 1961, he was a member of that institution's last undefeated football team. He joined the Marine Corps in 1962 and served in Vietnam as an infantry platoon commander. In this time, he earned three Purple Heart medals. In 1973, he graduated from Harvard Business School, where he then served briefly on the faculty. He went on to start his own successful company focused on real estate, finance and investment. He was heavily involved in Veterans issues as both a former Chairman of the Board of Swords to Plowshares and as Chairman of the Board of the Marines' Memorial Association. Jon always wore his dog tags to remind himself of his Marines and two Navy Corpsmen who were killed in Vietnam. Jon is survived by his wife, Dianne, to whom he was married for over 49 years. It is no exaggeration to state that his influence, advice and mentorship are greatly missed by many friends and associates nationwide and worldwide.



Lieutenant General Martin "Marty" Brandtner, USMC (Ret.)

Former Chairman of the Marines' Memorial Association Board of Directors, Lieutenant General Martin "Marty" Brandtner, USMC (Ret.) passed away on 3 January 2017. Lieutenant General Brandtner was born in Minneapolis, Minnesota. He attended the University of Minnesota, where he graduated and was commissioned as a Marine officer in 1960. In July 1968, while commanding Delta Company, 1st Battalion, 5th Marines in the Republic of Vietnam, General Brandtner was wounded in action and twice awarded the Navy Cross, the nation's second highest award for valor in combat. He is one of only two Marines to earn that distinction during the Vietnam War. General Brandtner went on to earn a master's degree from George Washington University and concluded a distinguished Marine Corps career as the Director for Operations with the Joint Chiefs of Staff. He is survived by his wife, Sandra, four children and seven grandchildren. General Brandtner's Navy Cross citations are on display at the Marines' Memorial Club in the Hall of Valor.





A Living Memorial, continued

The Marines' Memorial Club is a twelve story building with 138 guest rooms and suites; the Leatherneck Steakhouse, the twelfth floor dining room with a vibrant view of San Francisco's bridges; a library; and a world-class health club with a lap swimming pool.

Membership in the Marines' Memorial Club is open to all Veterans of the United States Armed Forces. Effective 1 January 2005, by virtue of Veterans' contributions, the Association is able to offer free annual membership to all Currently Serving members of the US Armed Forces who come to stay at the Marines' Memorial Club to use the facility. For members and their guests who stay overnight in the Club, the room rates are the most reasonable in San Francisco.

Members may use the Club for the observance of the occasions that are significant in their own personal lives, such as reunions, weddings, and receptions. The most gratifying experience may be the spontaneous camaraderie with those who share like values and ideals.

The enduring vision of the Marines' Memorial Club continues: "A tribute to those who have gone before; and a service to those who carry on." While browsing amidst the Club's commemorative exhibits, take a few moments to listen to the voices that speak from the books, the photos, the citations, and the artwork. The Marines' Memorial Club is theirs and you are welcome in their home.

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UNITED STATES
ARMED FORCES.



MARINES' MEMORIAL ASSOCIATION

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