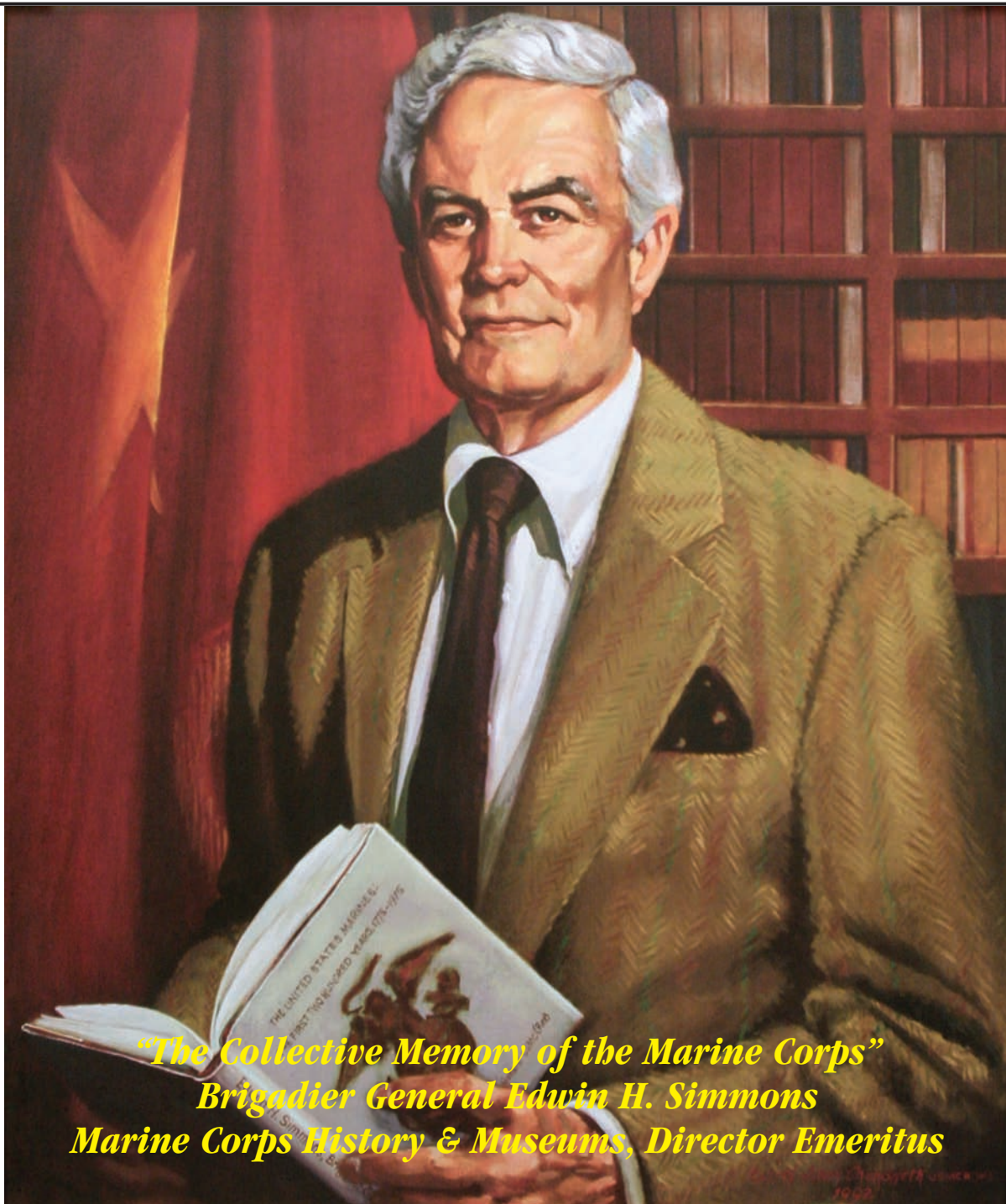


FORTITUDINE

BULLETIN OF THE MARINE CORPS HISTORICAL PROGRAM

HISTORICAL BULLETIN VOLUME 32, NUMBER 3

2007



***"The Collective Memory of the Marine Corps"**
Brigadier General Edwin H. Simmons
Marine Corps History & Museums, Director Emeritus*

EVERY MARINE IS A RIFLEMAN... DIRECTOR REMEMBERED... GENESIS OF FORTITUDINE... GLOBAL WAR ON TERRORISM
THE UNTOLD STORY... NEW IMAGES OF AN OLD IDEA... TOOLS OF SMALL UNIT OPERATIONS... CHRONOLOGY PART II
DISTRIBUTED OPERATIONS RESOURCES... A CALL FOR FELLOWS... REMEMBERING BEN FRANK... BUCKSKINS

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FORTITUDINE

Motto of the United States Marine Corps in the 1812 era.

Historical Bulletin Vol. 32, No. 3

2007

*"We can only know who we are by being certain of who
we have been."*

Gen Leonard F. Chapman, Jr.

24th Commandant of the Marine Corps

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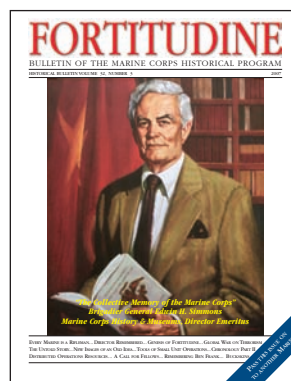
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About the Cover: BGen Edwin H. Simmons by Col H. Avery Chenoweth, USMCR (Ret). Courtesy of the Marine Corps Heritage Foundation. Photo taken by LCpl Daniel Castillo.

This bulletin of the Marine Corps historical program is published for Marines, at the rate of one copy for every nine on active duty, to provide education and training in the uses of military and Marine Corps history. Other interested readers may purchase single copies or four-issue subscriptions from the Superintendent of Documents, U.S. Government Printing Office. The appropriate order form appears in this issue.

Fortitudine, Vol. 32, No. 3, 2007

“Every Marine is a Rifleman”

Recently, I was asked by a World War II veterans' group to deliver a presentation on the Battle of Wake Island. The group's membership was mainly comprised of former U.S. Army personnel who had served in the European theater of operations and therefore were not very familiar with the epic defense of Wake Island by the Marine Corps' 1st Defense Battalion and a single squadron of F4F “Wildcat” fighters from Marine Fighter Squadron 211 (VMF-211). They wanted to know more.

And as nearly every Marine knows today, the heroic defenders of Wake held out against extraordinary odds, driving off an initial 11 December 1941 attempt by the Japanese to land forces on the island. The Wake Marines, manning the 5-inch and 3-inch naval guns of the 1st Defense Battalion, even managed to sink a Japanese destroyer. The squadron claimed a second one. The Japanese landing force had to ignominiously flee seaward and out of range.

After what had heretofore been nothing but disastrous news coming from the Pacific, the defense of Wake by the Marines was the first positive event in the dark days immediately following Pearl Harbor. However, what most people do not know about Wake was that the 449 Marine defenders on the island were recent arrivals. Moreover, the Marines on Wake were a real hodgepodge of military specialties that included those who manned searchlight units, filled squadron maintenance jobs, and manned the large caliber coastal defense guns of the defense battalion. The battalion even had a sound ranging section that operated specialized listening equipment that looked like a set of giant kettle drums.

The lone Marine aircraft squadron (VMF-211) was in an even worse situation, having arrived on the island just

three days prior to the Japanese attack on Pearl. There had not been time to build protective revetments for their aircraft and they had not even started on air raid shelters for their pilots and maintenance personnel. Consequently, a heavy Japanese bombing raid conducted just a few short hours after the attack on Pearl Harbor caught most of the unprotected VMF-211 on the ground. Nonetheless, the commanding officer, Major Paul Putnam, put his remaining four “Wildcats” to good use and ordered the rest of his surviving men into foxholes.

After 12 more days of constant air raids, the now wary Japanese returned to Wake on 23 December for an inevitable final assault. By this time, VMF-211 had lost its last flyable aircraft. Nonetheless, Major Putnam now put all his men into ground combat fighting positions. As the more numerous Japanese landing force overwhelmed individual fighting positions one by one, Putnam's aviators fought to the last until either overran or ordered to surrender by the Defense Battalion's commanding officer, Major James P.S. Devereux, later that day. When the official order to surrender did come, the Marines still defending their fighting positions, including many of Putnam's aviators, were surprised—up to that point in the fight, they had thought they were winning!

As the United States enters its fourth year of involvement in both Operation Iraqi Freedom and Operation Enduring Freedom, I am reminded once again of the tremendous courage of our men and women in the Marine Corps fighting the Global War on Terrorism. Reports from the field continuously highlight the fact that regardless of military occupational specialty, Marines continue to focus on and employ their basic infantry skills in support of engaged ground units. For example,

one reporter marveled at the particular tenacity displayed by Marine aviators flying missions in Anbar Province. He was amazed at the sheer aggressiveness of the pilots and how they seemed to intuitively understand what the ground commander was trying to accomplish. He also observed that wherever he went with the Marines, they all seemed to be intimately familiar with their individual weapons and confident in their ability to effectively use them.

The History Division has deployed a number of field historians with combat artists to document the heroic efforts of Marines of all occupational specialties in harm's way. This issue of *Fortitudine* recognizes those efforts. It also pays tribute to two exceptional historians who built a firm foundation for the History Division and who spent most of their military careers telling the story of fellow Marines. Brigadier General Edwin H. Simmons and Captain Benis M. Frank were well known within military history circles and their professional and personal friendship spanned four decades. Their direction and legacy will forever be remembered and treasured as the History Division continues to collect, write, and share the official history of the Marine Corps.

Somewhere in the great beyond, both of these great historians and Major Paul Putnam must be smiling as they witness motor transport companies getting Marines ready for a convoy or artillerymen, no longer needed at this time to work their guns, now conducting civil affairs operations in large Iraqi towns. Without every Marine being a rifleman, this multitasking capability would never have been possible. Just as at Wake, it is important to remember that first and foremost, “every Marine is a rifleman.” □1775□



Dr. Charles P. Neimeyer

Brigadier General Edwin H. Simmons and the Marine Corps Historical Program

by Charles D. Melson
Chief Historian

General Simmons had a reputation throughout the military history community that was second to none. The true "Dean" of the Marine Corps historical program, General Simmons not only made history as a combat veteran of three wars, but he ably chronicled it for future generations of Marines and historians as well. We will not see his likes again.

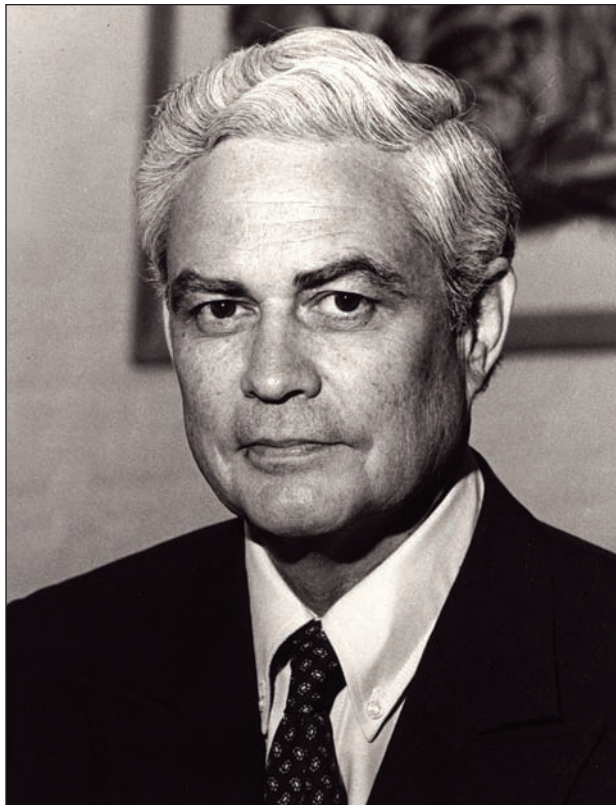
Dr. Charles P. Neimeyer

Brigadier General Edwin Howard Simmons passed away in Alexandria, Virginia, on 5 May 2007 at the age of 85. For more than a quarter century, General Simmons was the Director, History and Museums Division, Headquarters U.S. Marine Corps. While the Marines have had historical programs since 1919, General Simmons' tenure saw the institution reach its greatest expansion and sophistication. He personally managed this effort through the administrations of eight Commandants of the Marine Corps, from Generals Chapman through Krulak.

The need for an all-encompassing program had been recognized as early as 1950 by Colonel Robert D. Heinl. It was put in place through the vision and foresight of General Wallace M. Greene, Jr., while Chief of Staff and Commandant and through the efforts of the Commandant's Advisory Committee on Marine Corps History (consisting first of Brigadier Generals Keith B. McCutcheon, Gordon G. Gayle, and Donn J. Robertson). When General Simmons arrived on board in December 1971, he brought together all previous efforts of the library and archives of the Marine Corps, the Marine Corps museum, combat art program, and the historical branch of Headquarters U.S. Marine Corps. With the occupation and the 1977 opening of Building 58 in the Washington Navy Yard as the Marine Corps Historical Center, those in need of historical support now had "one-stop shopping."

Brigadier General Simmons came to

this position from Paulsboro, New Jersey, where he was born on 25 August 1921. With a journalism degree from Lehigh University, he entered the Marine Corps in 1942. Service in the Pacific followed, including hard



fought campaigns on Guam and Okinawa. A tour at Quantico, Virginia, was next with stints as the editor of the *Marine Corps Gazette* and as a student at the Junior School (today's Expeditionary Warfare School). As a major, he served in Korea as a weapons company commander at Inchon, Seoul, and the Chosin Reservoir in 1950. He returned to the United States in 1951 and duty stations at Camp Pendleton, California, the Ohio State University unit of the Naval Reserve Officer Training Corps, and

Headquarters U.S. Marine Corps. On the way he earned a master's degree in journalism and wrote and published about his wartime experiences. Promotion to lieutenant colonel brought assignment as naval attaché with the military liaison office of the U.S. Embassy, Santo Domingo in 1959-1961. As a colonel, he again served at headquarters.

General Simmons' Vietnam service was defining as a Marine and historian. In 1965-1966, he commanded 9th Marines and served as G3 of III Marine Amphibious Force. He returned in 1970-1971 as a brigadier general, as the assistant 1st Marine Division commander and the deputy of the 3d Marine Amphibious Brigade. In between was an assignment at headquarters as the deputy fiscal director and study at the National Defense University. His writing continued, this time about Vietnam. In this, General Simmons began the story of the Marine Corps' war through a series of articles published by the U.S. Naval Institute *Proceedings*. This pioneering narrative is still in print in both official anthologies and was published as a quality paperback.

General Simmons' assignment to Headquarters and the creation of the History and Museums Division in 1971 began his long affair with the full range of Marine Corps Historical Programs. Pride of place went to researching and writing *The United States Marines, A History*. This story of the Marine Corps first appeared as a



Marine Corps Photo

BGen Simmons at the Navy Annex before moving to the Washington Navy Yard. On the board is his "bull's eye" diagram of the historical program with the Marine Corps at the center.

series of *Marine Corps Gazette* articles between November 1973 and December 1974. The first book edition was published in 1974 through Leo Cooper of London as one of the *Famous Regiments* series. While not the first or the last narrative of the Corps, it has served for more than three decades as the essential account for several generations of American Marines. My own experience with the book was that it was a great addition to my training "back pack" for garrison and field use (or just plain reading enjoyment).

Under General Simmons' direction, the official histories of the Vietnam War were researched, written, reviewed, revised, and published. To date, the Marine Corps is the only Armed Service to have accomplished this task. For this, he assembled a team of qualified military and civilian writers with full access to the accumulated records of the Vietnam conflict. Under the lead of series editor Dr. Jack Shulimson, General Simmons acted as the publisher and applied his own personal experience and research to this multi-volume and multi-year project, seeing it through from beginning to end. After all was

said and done, he personally approved each volume produced for the Commandant of the Marine Corps.

General Simmons believed in a balanced historical program that involved Marine Corps commanders through their unit historical files, command chronologies, and command inspection programs that ensured compliance and due diligence to this often ignored effort. Senior historian Charles R. Smith recalled the admonition: "The bull's eye of all this activity [of the Marine Corps Historical Program] is the active duty Marine Corps. The ultimate purpose is to produce products of use and inspiration to today's Marines...Our most tangible products are our publications and exhibits." General Simmons emphasized: "We write operational history. Not diplomatic history, not political history, not social history, but operational history and perhaps a little administrative history." But history writing and exhibits did not complete the program on their own; a viable and responsive reference service was needed to get these products to the Marine Corps and general public. Reference head Danny J. Crawford noted that General Simmons empha-

sized unit history and lineage, supported by consistent documentation and biographical information to put a human face on the accomplishment of Marines great and small, a commemorative naming program for these noteworthy Marines, and the critical necessity for working files and knowledgeable historians to handle "short fused" requests from Marine Corps commands and staffs. This information served as the division's institutional memory that could easily have been forgotten with the demands of day-to-day activities and the normal turnover of units and Marines. Reference Historian Robert V. Aquilina recalled that General Simmons believed in the human touch and the attention to detail in these efforts. "He insisted that active duty and retired Marines, along with friends and relatives of Marines, be given every consideration and respect."

Material history was not neglected through the exhibits and command museums that proliferated during General Simmons' tenure. These were established at the Washington Navy Yard; Philadelphia, Pennsylvania; Parris Island, South Carolina; San Diego, California; Camp Pendleton, California; Camp Lejeune, North Carolina; and Quantico, Virginia. This continual, if uneven, progress resulted in the establishment of the National Museum of the Marine Corps that transcended previous efforts. In support of professional military education, General Simmons was an early proponent of the General Alfred M. Gray Research Center as part of the Marine Corps University. A review of all these initiatives will show the interest, participation, and support of the Marine Corps Historical Program that General Simmons oversaw. General Simmons was always present to offer counsel and advice to senior leadership by pointing out that the nature of history is that while it does not usually offer concrete answers, it can provide an example or a template to follow.

In addition to his books, *The United States Marines*, *Marines in Vietnam*, *Dog Company Six*, and *The Marines*, General Simmons wrote

more than 300 papers or articles for numerous military and general publications to include the *Encyclopedia Britannica*, the *Dictionary of American History*, *Naval Review*, *Proceedings*, the *Marine Corps Gazette*, *Leatherneck*, *Sea Power*, *Naval History*, and the *Journal of Military History*. In addition, he was a much-sought-after speaker, who used every opportunity to present the Marine Corps story, and to promote the historical profession to a wide variety of audiences, ranging from informal groups of young Marines to keynote addresses at larger venues. General Simmons acted as a colleague, mentor, and collaborator with other journalists and historians to include Carl E. Mundy, Jr., Bernard E. Trainor, Michael Gordon, Francis J. West, J. Robert Moskin, Allan R. Millett, John E. Greenwood, John G. Miller, Joseph H. Alexander, and Jon T. Hoffman. Scores of other federal historians, curators, librarians, and archivists learned their trade from him as well. General Simmons was a well respected and active colleague of the Service historical offices of the Department of Defense, Joint Staff, U.S. Navy, U.S. Army, U.S. Air Force, and Coast Guard. Noted the Chief of Military History, Dr. Jeffrey J. Clarke, General Simmons' demise is "a major loss to the military history community!"

General Simmons founded, led, and organized events for the Society for Military History, the Company of Military Historians, the Council on America's Military Past, the United States Commission on Military History, the Military Classics of Washington, D.C., the Order of the Carabao, and the order of Saint Crispin. Included is the Marine Corps Historical Foundation, now called the Marine Corps Heritage Foundation, that was organized to promote Marine Corps history and build the new National Museum of the Marine Corps. Not only was he active in these organizations, General Simmons also encouraged and supported his professional staff to do the same. According to current Society for Military History president and Marine Corps University



Marine Corp Photo

Gen Simmons was the long-time head of the Permanent Marine Corps Uniform Board. Here he is "wear testing" a green beret proposed for adoption in the 1970s.

board member Professor Carol Reardon: "As part of the extended Marine Corps family, I realize how sad a day it is for all of us.... The passing of General Simmons is a real loss."

Military and service awards recognized General Simmons' many efforts, to include the Distinguished Service Medal, the Silver Star Medal, three awards of the Legion of Merit one with Combat "V," the Bronze Star Medal with Combat "V," the Navy Commendation Medal with Combat "V," the Purple Heart Medal, and the Combat Action Ribbon. On the civil side, General Simmons received the Secretary of the Navy's Distinguished

Civilian Service Award, Phi Beta Kappa, two awards of the Society for Military History's Gondos Prize, Ohio State University's Distinguished Graduate Medallion, the Marine Combat Correspondents Distinguished Service Award, the Marine Corps Heritage Foundation Distinguished Service Award, and he was inducted in the *Marine Corps Gazette* Fifty Year Club. In October 2005, to mark the move of the History and Museums Division to Quantico, Virginia, the President of the Marine Corps University and Commander, Education Command, named a future wing of the Gray Research Center the Brigadier General Edwin H. Simmons Marine Corps History Center.

With the recent deaths of former museum director Colonel F. Brooke Nihart, former chief historian Benis Frank, and General Simmons, the future of the Marine Corps historical program is in the hands of a new generation of Marine civilians and field historians.

General Simmons is survived by his wife Francis G., his two sons Edwin H., Jr., and Clarke V.; and two daughters, Bliss and Courtney. They live in Alexandria, Virginia.

After services at the Fort Myer Old Post Chapel, General Simmons was buried on 25 July 2007 with full military honors at Arlington National Cemetery. □1775□

Gen Simmons and family at the retirement reception held in the Marine Corps Museum at the Washington Navy Yard. With the general from left, are daughter Courtney, wife Frances, daughter Bliss, and son Clarke. Son Edwin is not shown.



Genesis of *Fortitudine*

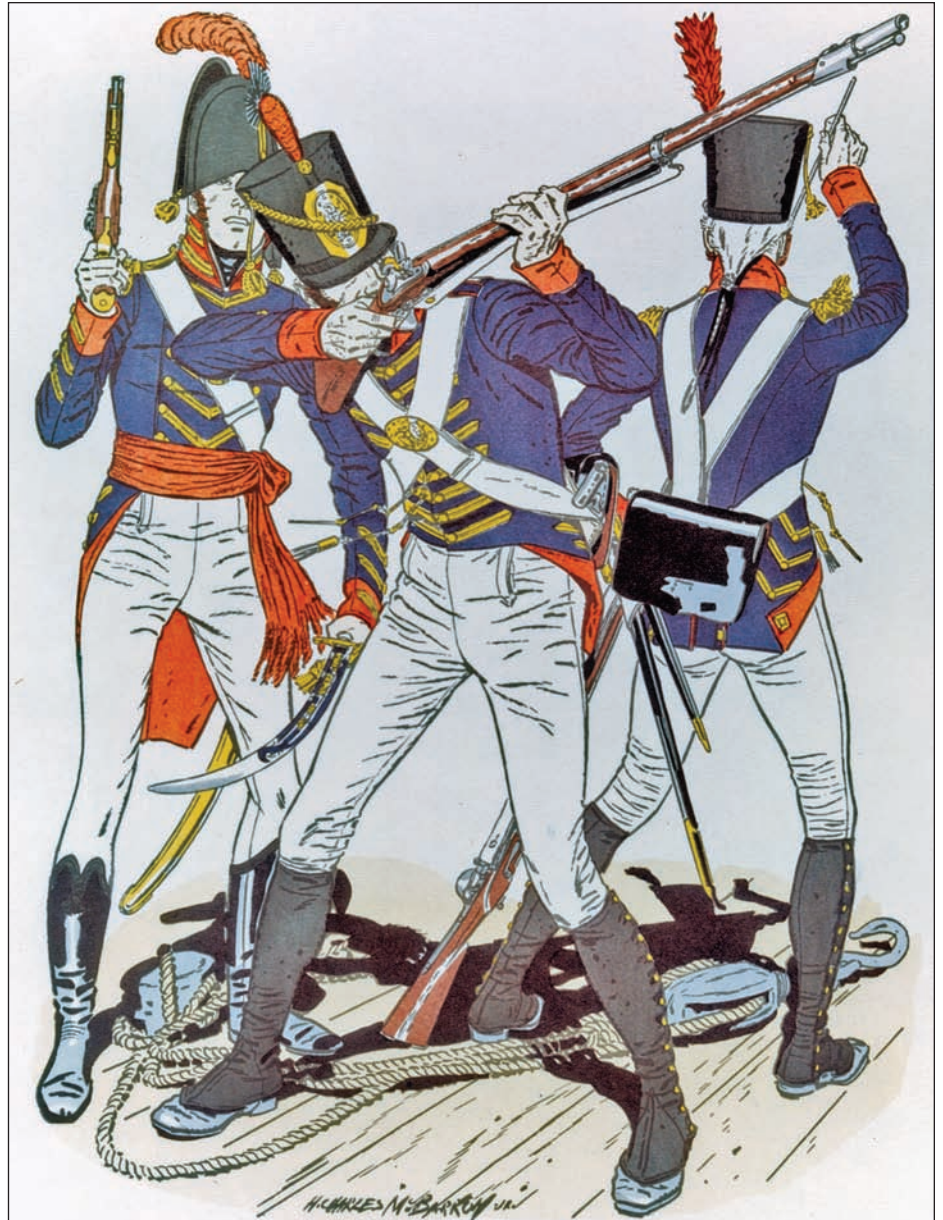
The Fortitudine Cap Plate: 1804-1818

by Rob Taglianetti
Oral Historian

Shortly after assuming the post of Director, Marine Corps History and Museums Division, Brigadier General Edwin H. Simmons proposed that the division “have a quarterly newsletter and that the nucleus for that newsletter should be the present Museum newsletter, *Harumfrodite*.” But he noted that a new title was needed, “*Harumfrodite* may be good Kipling but it has odious connotations.” The title had been taken from Rudyard Kipling’s poem about Marines, “Soldier an’ Sailor Too.” “The Marine Corps Historical Newsletter,” or “The Newsletter of Marine Corps History,” were among the suggested titles, but a more identifiable title was found in a previous historic Marine Corps motto, “*Fortitudine*.” But like “*Harumfrodite*,” as was then noted, it too would require a continuing explanation.

Fortitudine (phonetically, *for-tih-too-din-ay*) is a Latin word meaning “with fortitude.” It has often been translated “with courage,” but according to Noah Webster, this is mixing an effect with its cause. “We sometimes confound the effect with the cause, and use fortitude as synonymous with courage; fortitude is the basis or source of genuine courage or intrepidity in danger.” Sometime during the period 1804 to 1812, “*Fortitudine*” was adopted as the first motto of the United States Marine Corps and impressed onto brass plates which were fastened to the front of enlisted Marines’ uniform caps, or shakos.

The design of this cap plate included an eagle grasping an anchor perched over several instruments of war, the word MARINE emblazoned across the bottom, and a ribbon containing the word FORTITUDINE in the eagle’s beak. The division adopted this cap plate image as its logo and used it on the cover of the newsletter between 1972 and 1974. But due to reproduction limitations of the day, the logo was subsequently removed and replaced with the division’s current



This Marine is wearing an octagonal cap plate c. 1807-1818 in Charles McBarron’s work. Used by permission of The Company of Military Historians.

rent logo which is derived from the 1804 Marine Corps uniform button. The motto was retained on the masthead.

There are five verified original cap plates known to exist, although plenty of replicas have been made in recent years. Three of those originals were excavated in 1955 and 1956 at Sacket’s Harbor, New York, on Lake

Ontario. Another plate is in the collection of a Pennsylvania family and measures 3 1/8 by 3 inches with a hole in each corner. The 5th plate was found in Florida by Mr. Don Troiani. The 1804 cap plate was probably square at first but a style appeared later which left the square impression on its original brass sheet metal but was cut out in an elongated octagonal shape.



Color enhanced image of cap plate in possession of a Pennsylvania family. Used with permission by NMMC.

Many dates have been ascribed to the “Fortitudine” cap plate by different uniform experts. The date controversy is further confused by Marine Corps correspondence which mentions cap plates but never their design. While no Marine plates showing any other design have been found, strongly suggesting that the “Fortitudine” plate is the one adopted in 1804, most experts agree that the plate was definitely used during the War of 1812 since the style is very similar to U.S. Army plates of the period 1812-1816.

Major Edwin North McClellan, the Marine Corps’ first official historian, authored a publication in 1932 entitled *Uniforms of the American Marines: 1775 to 1829*. In the work, McClellan recorded all available references to uniform items appearing in the official records of the Marine Corps. Some important facts about cap plates can be gleaned from these early Marine Corps archival records and official correspondence.

Lieutenant Colonel Franklin Wharton took over as the third Commandant of the Marine Corps on 7 March 1804. In less than a month, Secretary of the Navy Robert Smith issued the first formal uniform order of the Marine Corps. Dated 25 March 1804, the order codified each part of

the uniform for both officers and enlisted Marines. Under the enlisted section, the order prescribed the wearing of a cap plate and referred to it as a “Brass Eagle and Plate on the front of the hat.” The next day, Commandant Wharton sent a letter to First Lieutenant Anthony Gale at Philadelphia concerning the new caps and attached his design for them. “Subjoined you will find a Pattern of a Cap intended for the New Uniform. You will observe an Eagle is substituted for a Cockade.” If the attached pattern were located today, it would answer many questions about this early cap plate design.

Within two weeks of the uniform order, the die for these plates was perfected and impressions sent to

Cropped section from Col Charles Waterhouse’s “Swamp Ambush,” depicting a Marine with a cap plate fending off a Seminole raid near St. Augustine, Florida in 1812.



Wharton for inspection. The man who fashioned the cap plate was a George Armitage of Philadelphia, who received 25 cents for each one made. On 29 May 1804, 200 “eagles” were delivered. One month later Marine Captain Daniel Carmick wrote to Commandant Wharton. Although waiting to receive caps for his men, he had begun to convert some to the new style. “[I have] previously provided myself with the New Cap (substituting the Bucks Tail & Cockade in front in lieu of the Brass-plate & red feather).” This statement indicates that the device was an eagle impressed on a plate rather than an eagle and a plate as some might suppose from previous mentions related to the cap plate. In a subsequent large order of caps eight months later, Wharton points out that the eagle is on a square plate. “Order 200 of the caps, plumes and bands, and eagles. I mean the square plate for them.” Correspondence also exists concerning a change in the shape of the cap plate as early as 1807. Commandant Wharton refers to “Octagon Plates” in a letter dated 1 August 1807. An example of an original octagonal plate is on display at the newly opened National Museum of the Marine Corps.

In 1818, the Marine Corps introduced the Army 1813 pattern infantry cap commonly referred to as the “Tombstone” shako. The “Fortitudine” cap plate was eventually phased out as the Marine Corps adopted other cap designs and moved from a plate to an eagle device in the 1820s.

Although the motivation for the adoption of the “Fortitudine” plate in 1804 is sketchy, the sentiment was clear. Fortitude was one trait among many leadership traits that the Marine Corps sought to instill in Marines then as it does today. Whether it was the fortitude of the Marines in the War for American Independence or some later action that inspired the motto and cap plate design, the United States Marine Corps earned the right to hold this motto which has been and will continue to be reflected on the masthead and in the pages of the bulletin of the Marine Corps Historical Program. □1775□

Global War on Terrorism Series Debuts with Anthology

by Paul W. Westermeyer
Historian

In March 2003, Marines of I Marine Expeditionary Force joined U.S. Army and British military forces in the invasion of Iraq, determined to enforce United Nations edicts and overthrow Iraqi dictator Saddam Hussein. In a whirlwind desert campaign, coalition forces outmaneuvered, overpowered, and neutralized the Iraqi military. Saddam was removed from power and forced into hiding and Marines and Army soldiers began the monumental task of securing and stabilizing a nation traumatized by decades of harsh tyranny. By November 2003, I Marine Expeditionary Force had exited the theater. *U.S. Marines in Iraq, 2003: Anthology and Annotated Bibliography*, compiled by Major Christopher M. Kennedy, Wanda J. Renfrow, Evelyn A. Englander, and Dr. Nathan S. Lowrey, documents this Marine involvement in Operation Iraqi Freedom and is the first volume in History Division's planned multi-volume *U.S. Marines in the Global War on Terrorism* series.

Divided into seven parts, the selected articles describe the campaign from the perspective of commanders, ground forces, aviation forces, and combat service support during the invasion, and then address the initial stability operations and the relationship between Marines and the embedded media. The final section includes a summary article from I Marine Expeditionary Force commander Lieutenant General James T. Conway, as well as unit and commander lists, a

glossary of important terms, a chronology, and an annotated bibliography.

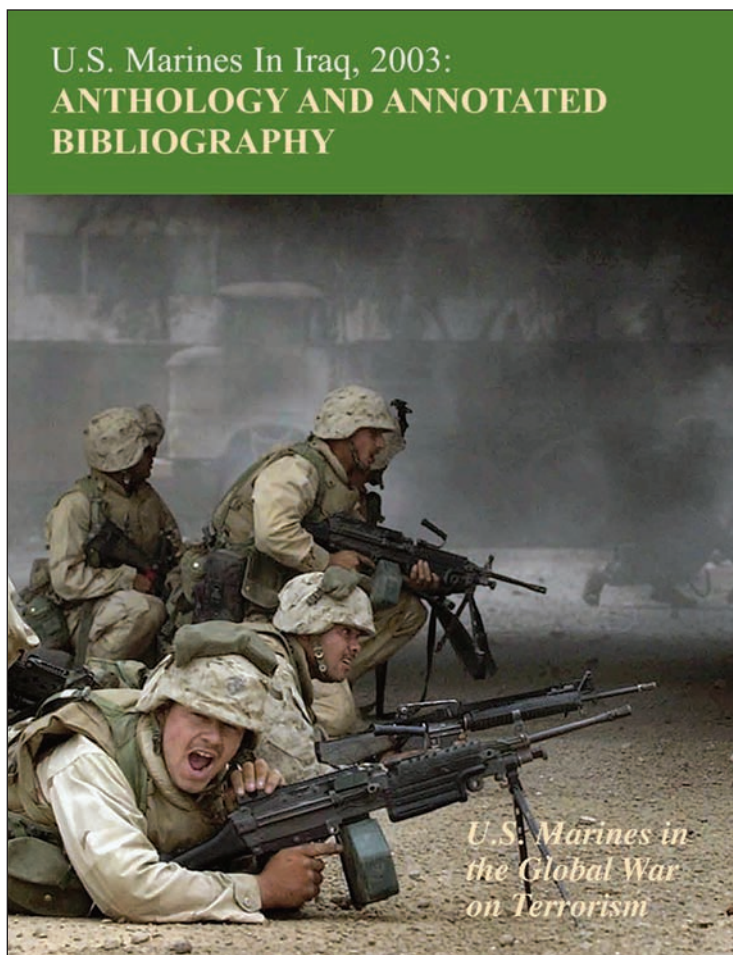
The anthology articles cover a wide spectrum of viewpoints, including the Marines' view of themselves, as well as the views of outsiders such as the media. The view of Operation Iraqi

expeditionary force would be expected to sustain itself from its naval support forces. The ground units operated as a mobile, mechanized armored force on a large scale, working side by side with U.S. Army and British units.

The campaign was intense, with Marine units constantly on the move. Iraqi forces put up tough fights at places like An Nasiriyah and An Numaniyah, and forced the 1st Marine Division to conduct an assault bridging operation while under enemy fire prior to its entry into Baghdad. Inside Baghdad, Marines fought fierce firefights with Saddam's *Republican Guard* and members of the *Feyadeen* in the Al Azimiyah Palace and the Abu Hanifah mosque before securing the city on 10 April 2003, 21 days after the invasion began. The Marines had fought through sandstorms and suffered tragic "friendly fire" casualties, but the war had not ended. After helping to secure Baghdad, Marine units drove north to secure and stabilize Tikrit and Kirkuk. The Marines then handed over their areas of operation to the Army and

shifted to southern Iraq where they began stabilization operations as Marine forces began rotating out of Iraq.

The war in Iraq was far from over in November 2003 as the last Marine units from the initial invasion left the country. But in the fierce armored "blitz" that toppled Saddam Hussein, the Marines had again shown the flexibility and devotion to duty for which the Corps is renowned. □1775□



The Untold Story

by LtCol David A. Benhoff

Field Historian

As I rolled out of the forward operating base for the first time since arriving in-country, enroute to the city of Fallujah in March 2005, I knew what to expect. The city, badly damaged from intense fighting that took place just a few short months before and only recently reopened to the population, would be inhabited by Iraqis that despised us. After all, that's what the preponderance of the media portrayed while I was back in the States: Iraqis that wanted us gone. I was resigned to hostile looks, and more.

However, what I found was far from this grim expectation. During the day-long trip throughout the city, I saw hundreds upon hundreds of kids waving, smiling, and trailing along as we progressed. Indeed, every time we stopped, or even slowed, they surrounded and mobbed us. While the adults were more standoffish, I saw lit-



LtCol David A. Benhoff conducting an interview in Iraq.

observed was vastly different than what I had expected; and, this sharp contrast planted the seed in my mind of telling this untold story, a story of cooperation and friendship in the midst of war. A story where, within the much-reported plot of violence and destruction, Marines are also con-

2005. They were outside the entrance to the center where Iraqi civilians gather to await the distribution of toys and school supplies. These two Marines, in a scene reminiscent of Santa Claus, were reaching inside a large sack pulling out crayons, coloring books, stuffed animals, and other goodies, and handing them out one-by-one to eager hands. Both Marines obviously were enjoying their simple acts of kindness.

Later, I was astounded to learn that just days before they had been on a convoy that was hit by a suicide vehicle-borne improvised explosive device, and then subsequently attacked with small arms. Both had seen fellow Marines – friends – die from bullets and burning, in that attack. And yet, here they were handing out toys to children, strangers, just blocks from where that attack occurred. If anyone had a reason to be bitter toward the Iraqi people, to look upon them all as the enemy and just count the days down until they were on that freedom bird out of there, it would have been them. But, here they were outside the compound, at risk of the frequent sniping, handing out toys. My current project, a photographic book, is for them and others like them: Marines and warriors ready to fight and die for the Corps and country, but also to extend the hand of friendship to strangers in a strange land. □1775□



Engaging segment of LtCol Benhoff's photograph book showing Sgt Steven G. Pannell outside the Fallujah Civil-Military Operations Center.

tle hostility in their eyes; most seemed merely intent on cleaning up the rubble of what used to be their homes or businesses and getting on with their lives. Could what I had seen on the nightly news back home have been so far off the mark? Absolutely, as I would learn over the course of my time in Iraq.

For the next five months I would spend much time with Marines who were continually and closely interacting with the Iraqi people, and what I

continually demonstrating acts of kindness and decency to a people caught in the middle. These Marines see their own sons and daughters in the crowds of Iraqi children and just want to do a small part to make their lives better.

One example that stands out in my mind involved two Marines with Regimental Combat Team 8, Sergeant Steve G. Pannell and Lance Corporal Andrew S. Champion. I noticed them while working at the Fallujah Civil-Military Operations Center in June

Continuous Coverage

Lieutenant Colonel Benhoff was in Iraq from March to August 2005. He traveled extensively throughout the area of operations, to such places as Fallujah, Saqlawiyah, Karmah, al Qaim, Haditha, al Asad, and Korean Village, where he recorded numerous interviews and took a large number of photographs of Marines in action.

New Images of an Old Idea

by CWO-2 Michael D. Fay
Combat Artist

The terms “insurgency” and “distributed operations,” although distinctively modern, in many ways are not new to Marines. Throughout its history, the Corps has often found itself in far flung situations fighting in small units against “adversaries that are adaptive, decentralized and elusive.” Whether facing bandits in the hills of Haiti, guerillas in the urban maze of Hue City, or insurgents in the badlands of Al Anbar Province in Iraq, Marines have operated successfully, relying on the initiative and judgment of small unit leaders and the resourcefulness and fighting élan of those they lead.

During the Vietnam War, combat artists like Major A. Michael Leahy traveled with the fabled combined action platoons, while attempting to record Marines in action. Throughout the conflict, combat artists, often experiencing the insurgency for them-

Marines from Company F, 2d Battalion, 1st Marines, cross farm fields and head into date palm groves in search of insurgents along the Euphrates River just prior to the 15 December 2005 Iraqi general election.

By CWO-2 Michael D. Fay, Marine Corps Art Collection



selves, adapted to their surroundings and produced valuable works of art that recorded history in the making. More recently, the spirit of this innovative program found new life during the Marines' tenure in the three most eastern provinces of Afghanistan, and once again the combat art program was there to capture images.

The 8,000 piece Marine Corps Art Collection, a rich repository of imagery, holds works that record and illustrate the experiences of Marines far out on the tip of the spear. Marine combat artists have gone out on numerous small unit operations against insurgents from the jungles of Vietnam, through the mean streets of Mogadishu, Port-au-Prince, and Ramadi, down venomous stretches of the Amazon River, and on to the windswept foothills of eastern Afghanistan's Tora Bora Mountains. Some of these artists have been Marines, while others, like Isa Barnett

Maj Smedley D. Butler, Sgt Ross Iams, and Pvt Samuel Gross destroy Caco bandit hideout in Fort Riviere, Haiti, 1915. All three Marines received the Medal of Honor for this engagement.

By Col Donna Neary, Marine Corps Art Collection



By Capt Charles G. Grow, Marine Corps Art Collection
Villager near Bord-du-Borne, Haiti, speaks with Marines from Company G, 2d Battalion, 4th Marines. Col Thomas S. Jones, MAGTF Commanding Officer, stands with map in hand listening as a Haitian speaks to his patrol.

and John Groth, have deployed as civilians. They've each given us through their art a timeless window into these harrowing forays outside the wire where grit, ingenuity, teamwork and inventiveness are essential gear. Other artists, such as Colonel

Donna Neary and John Clymer, have used their creative skills to masterfully illustrate key historic events depicting Marines pitted against insurgencies far from the flagpole.

The consistency depicted in the works of the Marine Corps Art Collection, whether drawn from personal experience or the historical record, are the images of Marine officers, non-commissioned officers, and enlisted “grunts” covering each others’ backs, and doing whatever it takes to accomplish the mission in that “can-do” professional manner that has come to be synonymous with the title United States Marine. □1775□



By Isa Barnett, Marine Corps Art Collection

A Marine at sling arms mingles amongst women and children in a Vietnamese village during the summer of 1967.

Marines stop and search a van near a recently discovered weapons cache in Mogadishu, Somalia, 1993.

By Capt Charles G. Grow, Marine Corps Art Collection



Tools of Small Unit Operations

by Beth L. Crumley
Assistant Curator of Ordnance

During the 1910s and 1920s, violence plagued the nations of the Caribbean. That story of insurgency and counter-insurgency can be told through the collections of the National Museum of the Marine Corps. As the Dominican Republic, Nicaragua, and Haiti were threatened by political insurrection and banditry, Marines went ashore in each of those countries “to protect American and foreign lives and property.” In Haiti, the Marines quickly found themselves embroiled in a guerrilla war against the *cacos*.

In July 1915 after news of a mass execution reached the populace, citizens overthrew the government of President Jean Vilbrun Guillaume Sam, and a force of Marines landed in the city of Port-au-Prince. The Haitian congress elected Philippe Sudre Dartiguenave as president the next month, and he agreed to cooperate with the United States. He signed a draft treaty, which provided for American intervention to preserve Haitian independence and maintain a Haitian government, “adequate for the protection of life, property and individual liberty.” As early as September 1915, plans were in place for the establishment of the *Gendarmerie d’Haiti*. As this constabulary grew, it became the chief instrument of American reform and a viable political force of its own. By 1918, the *Gendarmerie* was responsible not only for security, but also for the supervision of sanitation, communication, and public works projects. Despite government cooperation, ongoing *cacos* hostilities soon forced the Marines into combat against the rebels.

The precipitating cause of this revolt was the use of the *corvee* system, an ancient French law which required all Haitians to donate their labor in lieu of taxes. In a proclamation to the citizens of Haiti, the commandant of the *Gendarmerie*, Colonel Alexander S. Williams, ordered the



Photo by NMMC

Colt M1911 pistol carried by Sgt Albert Taubert and the .38 Colt revolver recovered from the body of Benoit Batraverse.

abolishment of the *corvee*, stating, “Work on the roads is entirely voluntary and will be paid for daily.... It is the desire of the American people to establish security and prosperity in this country.” Despite the assurances of Colonel Williams, rumors ran rampant through the country that slavery was being reestablished by U.S. forces.

The *cacos* responded by organizing into active guerrilla bands, with the charismatic Charlemagne Massena Peralte as their leader. *Gendarmerie* patrols were attacked, officers killed, and weapons and ammunition stolen. Rebels blockaded roads and disrupted public works. On 17 October 1918, a band of *cacos* attacked the *Gendarmerie* post at Hinche. By 17 October 1919, the *cacos* demanded the surrender of the Haitian president, despite the arrival of additional Marine forces.

The death of Charlemagne Peralte two weeks later at the hands of Marine Sergeant Herman Hannekan and Corporal William Button did not spell the end of the *caco* revolt. In central Haiti, Benoit Batraverse emerged as the new rebel leader.

On 4 April 1920, Batraverse’s forces ambushed a patrol and killed Marine Sergeant Laurence Muth. According to

official records: “It appears that this patrol, on reaching the top of Morne Michel, saw a few bandits ahead of them and at once opened fire on them but in return received heavy fire from a force in ambush on their left flank and rear.... Muth fell at the first fire, shot through the stomach and then the head... his body was left on the top of the mountain.”

Upon receiving the news, 21 patrols set out from Mirebalais. The body of Sergeant Muth was recovered, badly mutilated by Batraverse’s forces. A *caco* prisoner reported that Muth was still alive when Batraverse severed the Marine’s head. The rebel leader ordered that the Marine’s brain matter be smeared on the rifles carried by his men “so that when we fire at Marines we do not miss.” The *caco* leader then split open Muth’s body with a machete, ripped open his stomach, took out his intestines, and removed his heart and liver and consumed them. Muth’s Springfield rifle and Colt revolver were not found.

On 18 May, Captain Jesse Perkins pursued a large *caco* band led by Benoit Batraverse. His official report described the ensuing action: “Sergeant Passmore was in the lead with a Browning automatic rifle, followed by myself and Sergeant Taubert. As we entered [the camp] Benoit raised his rifle and fired at us at a range of 10 feet. He was immediately shot by Passmore... [Benoit] was in the act of rising and reaching for his revolver. Hence it was necessary for Sergeant Taubert to finish killing him.”

In 1994, the museum received the M1911 Colt pistol that Sergeant Taubert used to kill Benoit Batraverse and the .38 Colt revolver originally carried by Sergeant Muth, which was recovered from Batraverse’s body. Both weapons will be displayed by the National Museum of the Marine Corps in a gallery dedicated to this tumultuous period of history, scheduled to open in 2010. □1775□

Unit Heritage Highlighted

by Danny J. Crawford & Annette D. Amerman
Historical Reference Branch

In Brigadier General Edwin H. Simmons' Memorandum from the Director entitled "Lineage and Honors: Genealogy of the Corps," which appeared in the summer 1995 issue of *Fortitudine*, he stated that no project undertaken by the historians of the Reference Branch was more important than, "executing the lineage and honors program, the genealogy, so to speak, of the Marine Corps."

General Simmons' remarks came just a few years after the conclusion of the Gulf War of 1990-1991, as Marine Corps historians were busy gathering and reviewing the records of that conflict that included most of the operating forces of the Corps. The historians in Reference were in the midst of an intensive effort to prepare updated certificates of lineage and honors and to ensure that units would be able to display all the streamers they had earned in that conflict.

The past few years since the events of 9/11 and the Marine Corps' deployments to Afghanistan, Iraq, and other places around the globe, have brought about a similar period of research, review and preparation of hundreds of lineage and honors certificates, and the approval of many hundreds of streamers for the Marine units in the frontlines of the Global War on Terrorism. At no time since the Vietnam War have there been so many

new Marine Corps streamers authorized or so many deserving units eligible to display them.

With the addition of four new streamers since 9/11—the Global War on Terrorism Expeditionary, the Global War on Terrorism Service, the Afghanistan Campaign, and Iraq Campaign Streamers—the Battle Color of the Marine Corps now displays a total of 54 streamers. Marine Corps Order No. 157, dated 3 November 1939, and signed by Major General Commandant Thomas Holcomb, first authorized the system of attaching streamers to the staff of organizational colors as we know it today.

For the first 25 years that Marine Corps streamers were issued, their use and display was limited to air and ground units of the Fleet Marine Force down to regimental or group level. By 1965, however, the change in Marine Corps deployment patterns in which battalions and squadrons formed the basis for tactical task organizations and were assigned missions independent of their parent command, prompted the decision to change unit eligibility criteria to include battalions and squadrons of the Fleet Marine Force.

The formal Marine Corps Lineage and Honors Program that has been in existence for nearly four decades, and has produced more than 1,800 sets of

program was entrusted to the Historical Branch, G-3 Division, which has evolved into the present History Division, now located at Quantico, Virginia.

The objective of the Lineage and Honors Program, as stated in Marine Corps Order P5750, the *Manual for the Marine Corps Historical Program*, (currently being revised and updated and due out later this year), is to "record the history of service of Marine Corps units of battalion/squadron size and larger which have been issued Type III, Class 1 colors through certificates of lineage and the authentication of battle honors and awards." The order requires that the certificates be prominently displayed in the headquarters of the unit or command.

The first decade of the formal program focused on providing certificates to the units of the Fleet Marine Force, with the emphasis on providing accurate and updated certificates for the units returning from Vietnam. A good number of certificates were also prepared for major non-fleet units, including the Corps' bases and air stations. By the mid-1980s, nearly all units had been supplied with at least their initial set of certificates, and many units were receiving updated certificate sets. But with nearly all the units of the operating forces deploying to the Persian Gulf in 1990-1991 for Operations Desert Shield and Desert Storm, all these certificates had to be brought up to date to reflect the new deployments and the resulting new streamer entitlements. As this lengthy process was underway, new deployments to Somalia, Haiti, Kosovo, and other "hot-spots" produced more entries and awards on unit certificates.

With the ongoing conflicts in Iraq and Afghanistan involving the vast majority of Marine units, reference historians have once again pushed the

LtCol Robert D. Prigden, commanding HMH-461, attaches one of the new GWOT streamers to his units colors.



certificates for Marine units around the world, was approved by the Chief of Staff, Headquarters Marine Corps, in August 1968. Instituted for the first time was the issuance of embossed certificates of lineage and honors, signed by the Commandant, to all eligible color-bearing units of the Marine Corps. Responsibility for the

program into high gear—producing nearly 300 certificate sets in the past four years. Keeping up a steady output of 70-80 sets each year has been quite a challenge with frequent unit reorganizations and redesignations, such as the complete reorganization of the Corps' combat service support units in recent years, and the multiple relocations and deactivations stemming from the decisions of the Base Realignment and Closure Commission. These factors, coupled with the frequency of unit deployments in and out of theater, make the research challenge a daunting one.

Ensuring that the lineage of each unit is correct and that the unit's honors reflect appropriate award, campaign and service streamers depends heavily upon the command chronology submitted by the unit itself. While the command chronologies are no longer under the direct control of the Marine Corps History Division, these vital records are housed nearby at the Marine Corps University Archives and are essential when researching the past accomplishments of Marine Corps units.

Over the past decade, many of the command chronologies submitted have become increasingly scarce in necessary detail, which only extends the research and waiting period for unit certificates of lineage and honors. As the primary records of Marine unit activities, it is imperative that the units submit detailed records that accurately depict their deployments, activities, and day-to-day operations. Often reports are received that are lacking in specific details about unit deployments such as dates and location of deployment, name of the operation or exercise, casualties, and strength and composition of elements deployed. The computer age has created the additional problem of many units submitting "fill-in-the-blank" type reports that fail to specify the actual changes in the unit's activities from one reporting period to the next. In an effort to combat delayed and incomplete records, the History Division emphasized the importance of these records upon attendees of the recent Commanders' Course held at



II MEF's recently signed lineage and honors certificates and corresponding awards depicting deployments in support of GWOT.

Quantico, and continues to work in close cooperation with the Inspector General of Headquarters Marine Corps, as well as commanding general inspectors in the field.

One of the most promising and exciting enhancements to the unit history program to date is the implementation of the Marine Corps History Division Microsoft Share Point web portal. With the expert help of the Training and Education Command's webmasters, this common access card accessible website is now the repository of nearly 300 digitized lineage and honors certificates, streamer entitlements, and streamer graphics. In little more than three months, the web portal has become a much utilized source for Marine unit historical officers inquiring about lineage and honors certificates, streamer procurement, and other unit related matters such as unit insignia.

The content of the portal changes every day in response to dozens of questions received from units in the field, including those in theatres of war. The unique "packages" that are prepared in response to requests are available not only to the requesting unit, but to other units as well, thus saving historians from "reinventing the wheel" with each response. As the technologies continue to improve, so will the capabilities of the web portal—one day it may well be possible

to submit requests for updated certificates or requests for assistance through the portal, as well as track those requests throughout the entire process to completion.

While the portal is only accessible to those with common access card enabled computers (including those persons in the various departments within the Department of Defense), finding the link to the main History Division portal is as easy as logging onto the public website at www.history.usmc.mil. A Share Point Web Portal link appears at the bottom of the front page, but units can also link directly to the unit-related portal by accessing the "Information for Units" link on the main History Division website. Feedback is energetically encouraged through the surveys on the portal so that the site can be enhanced and made more user-friendly. Reference historians will also continue to add more unit-related historical information to the main History Division website that is accessible to all.

The ongoing conflicts in Iraq and Afghanistan, other deployments worldwide, and ongoing structure changes in today's Marine Corps, make it more critical than ever that the historians of the History Division work closely with Marine units and commands to accurately record and memorialize the accomplishments of the Corps and its units. □1775□

2004 Annual Chronology (Part II)

*by Kara R. Newcomer
Reference Historian*

The “Annual Chronology of the Marine Corps” serves as a valuable source of information on significant events and dates in contemporary Marine Corps history. Since 1982, the Historical Reference Branch of the Marine Corps History Division has compiled the yearly chronology by researching numerous primary and secondary sources each week. The following excerpts highlight entries from the second half of the 2004 Chronology, including the ongoing Operations Iraqi Freedom and Enduring Freedom. To see past annual chronologies as well as the complete 2004 Chronology, please visit the Frequently Requested section of the History Division’s website at <http://www.history.usmc.mil>.

9 July – Marine Corps Lieutenant General James Cartwright assumed command of U.S. Strategic Command, marking the first time a Marine general has held the position. USStratCom was created on 1 June 1992 with the command position traditionally rotated between the Navy and the Air Force.

17 July – Colonel Timothy W. Foley retired as Director of the United States Marine Band after 36 years with the organization and was replaced by Lieutenant Colonel Michael J. Colburn. The Band also saw two firsts in July as Michelle A. Rakers became the first female commissioned officer in the band and its first female assistant director in 206 years. First Lieutenant Rakers formally assumed her position as assistant director the same day Colonel Foley stepped down.

22 July – Marines of the 22d Marine Expeditionary Unit, Special Operations Capable, pulled out of a Taliban stronghold in southern Afghanistan after completing one of the most successful offensive military missions

since the start of Operation Enduring Freedom. The unit spent nearly four months in the militia-controlled provinces conducting both combat and civil-military operations before beginning its retrograde out of the area. The Marines were expected to return to Camp Lejeune in mid-September.

23 July – Six Marines from 1st Reconnaissance Battalion, 1st Marine Division, completed the first combat high altitude, high opening parachute drop in the history of the Marine Corps. The parachute insertion occurred during Operation Iraqi Freedom as an alternate to the highly visible ground insertions that were drawing a lot of attention and fire.

5 August – A ceasefire signed in June between members of radical Shiite cleric Muqtada al-Sadr’s Muqtada Militia and Iraqi officials in Iraq ended

when the militia launched attacks against Marines with the 11th Marine Expeditionary Unit and Iraqi security forces in Najaf, Iraq. The gunmen violated international laws of war by using the Imam Ali-Shrine and neighboring cemetery to strike against the Marines and Iraqi National Guardsmen. Within a week, Marines had surrounded the captured mosques and continued to increase pressure on the entrenched militia. Fighting in the city finally ended on 28 August.

23 August – Commandant of the Marine Corps, General Michael W. Hagee, announced during an appearance at the National Press Club in Washington, D.C., that the first deployment of the Marine Corps’ newly developed Special Operations Forces Detachment One was going extremely well in Iraq with the U.S. Navy Special Warfare unit it had been attached to. It was the first time that

Col Timothy Foley conducting the Marine Band during the 1997 Presidential Inauguration. Col Foley retired as director of the band on 17 July 2004 after 36 years with the organization.



Marines and Navy SEALs had been “specifically integrated” for the purpose of performing special operations missions under the operational control of U.S. Special Operations Command.

30 September – Marine Attack Training Squadron 203 retired the original AV-8B day attack Harrier at Marine Corps Air Station Cherry Point, North Carolina. The original Harrier had been constantly improved over its nearly 20 years of use but the Day Attack Harriers had become operationally obsolete.

5 October – More than 3,000 U.S. and Iraqi troops, including the 24th Marine Expeditionary Unit, launched an offensive operation in the southern approaches to Baghdad and took control of a bridge across the Euphrates River. Numerous weapons caches were discovered and 35,000 pounds of explosives were destroyed.

8 October – The National Defense Authorization Act for Fiscal Year 2005 was passed. The bill called for the increase in the end strength of the Marine Corps from 175,000 Marines to 178,000. The extra 3,000 Marines would be phased-in over three years and two-thirds of them would be used to bring the 24 infantry battalions up to full strength.

14 October – Marines launched air and ground attacks against an insurgent stronghold in Fallujah, Iraq, after peace talks were suspended. Two Marine battalions from I Marine Expeditionary Force engaged in the fighting with the goal of disrupting the anti-Iraqi forces. The peace talks fizzled over the demand that the insurgent mastermind Abu Musab al-Zarqawi and other foreign fighters be handed over to the authorities. On 30 October, heavy fighting in the area claimed the lives of eight Marines, while nine others were wounded.

8 November – The largest military operation since the opening days of Operation Iraqi Freedom got underway just after sunset as thousands of U.S. and Iraqi troops pushed into the insurgent-held city of Fallujah. The



Marines launched Operation Phantom Fury on 8 November 2004 to wrestle control of the embattled Iraqi city of Fallujah from rebels who had been entrenched there since April.

city had been in rebel control since April after the Marine Corps was instructed to halt all offensives. Operation Phantom Fury began the evening after the Iraqi interim president declared martial law in the city and surrounding area.

14 November – Marines and Iraqi security forces overran the last center of rebel resistance in the southernmost section of the embattled Iraqi city of Fallujah. U.S. forces discovered an underground bunker and steel-enforced tunnels connecting several houses filled with weapons, medical supplies, and bunk beds. Eighty-three Marines and one Navy corpsman lost their lives with hundreds more wounded in the November fighting.

23 November – U.S. Marines, along with British and Iraqi forces, launched a new offensive, dubbed Operation Plymouth Rock, aimed at regaining control of northern Babil Province, a region just south of the Iraqi capital of Baghdad.

1 December – The Pentagon announced the number of U.S. troops in Iraq would be increased from 138,000 to about 150,000. The

increase was due primarily to the need for increased security for the national elections scheduled for January 2005.

7-20 December – Marines with the Okinawa-based 3d Marine Expeditionary Brigade provided humanitarian assistance and disaster relief in the Philippines. Two weeks of severe tropical storms in the region killed hundreds of locals and displaced thousands more. Because of the close proximity of the brigade, the first wave of Marines arrived within 48 hours with food, water, tents, blankets, and medical supplies.

21 December – The 11th Marine Expeditionary Unit assumed operational control of Karbala province from the Polish-led Multi-National Division Central South. The Marines conducted security patrols, civil-military operations, and helped train, equip, and build leadership in the 401st Iraqi National Guard Battalion in the area southwest of Baghdad.

31 December – The strength of the U.S. Armed Forces was 1,451,277 of which 177,207 were U.S. Marines.

□1775□

Distributed Operations Resources

by Kimberly Adams, Reference Librarian
Bobbi Levien, Archivist

The Library of the Marine Corps has a variety of resources that support the study and understanding of the current concepts and the antecedents of distributed operations. During spring 2006, the Breckinridge Library and Archives and Special Collections jointly created a Distributed Operations web bibliography listing archival and contemporary resources covering various aspects of the Distributed Operations concept. (<http://www.mcu.usmc.mil/MCRCweb/Library/DOHome.htm>)

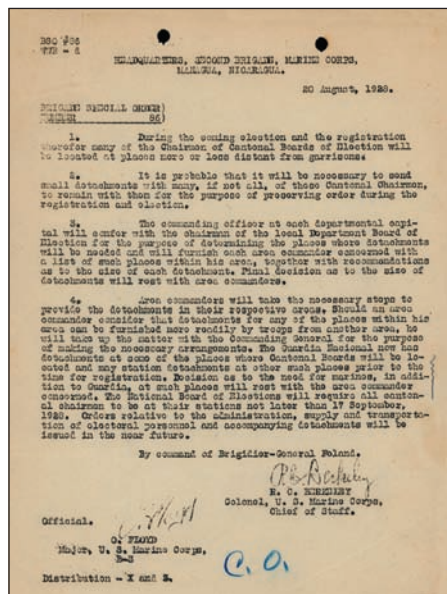
With links to official Marine Corps sites and to articles from *Sea Power*, *Marine Corps Gazette*, and United States Naval Institute *Proceedings*, the “Distributed Operations Defined” section lists resources explaining the distributed operations concept, tracing its development, and analyzing its potential impact on the Corps’ operations. While aspects of distributed operations—such as the emphasis on professional education and training—are original, the concept’s antecedents are evident in previous military operations, which are included in the “Historical Examples of Distributed Operations” section of the bibliography. During World War I, German infiltration tactics, or Hutier tactics, relied on the individual initiative of well-trained small unit leaders, who rapidly moved forces forward, taking advantage of enemy weaknesses, disrupting enemy forces, and diverting attention from larger units. In the 1939-1940 Russo-Finnish War, widely-dispersed small Finnish units, guided by the operational objectives, inflicted heavy losses on the Soviet invaders until the Finns were overwhelmed by vastly superior numbers and equipment. The bibliography includes articles on these and other precedents, while sections on the U.S. Marines on the Coco patrols in Nicaragua and the combined action platoons include archival resources.

In 1920s Nicaragua, widely-dispersed, air-supplied small Marine

Corps units, capable of quickly concentrating into larger forces, patrolled the Nicaraguan highlands, gathering intelligence against the Sandino guerrillas. During the Vietnam War, Marines dispersed in combined action platoons performed night patrols, gathered intelligence, and disrupted Viet Cong activities.

An example of the Marine Corps experience in Nicaragua in the 1920s and the small war can be found in the personal papers collection of Lieutenant Colonel Harold H. Utley.

This unique collection chronicles the day-to-day activities of the Marines in the field. Copies of the telegraph



Utley's collection includes correspondence, telegraph messages, dispatches from Headquarters, 2d Brigade, Managua, Nicaragua, and an official diary from Haiti.

messages from the headquarters which Utley commanded in the eastern area, from January 1928 until March 1929, portray the tone and substance of Corps activity in Nicaragua. This collection, described as, “a substantial work on the complex subject of the small war,” includes several manuscripts written by Utley, including “Tactics and Techniques of Small

Wars.” In addition, Lieutenant Colonel Utley compiled historical examples of small wars, citing the lesson to be learned from each engagement beginning with the British involvement with Bhutan in 1864 and ending in Haiti in 1928.

The 1st Amphibious Tractor Battalion, Vietnam Collection, is an amalgam of memoirs, oral history interviews, hand written diaries and photos. The majority of these contributions have been donated by enlisted personnel who had served in Vietnam between 1965 and 1969. The challenges, reactions and perceptions of the individual Marine are articulated; through the eyes of the “AMGrunt,” is the focus of this collection. The members of the amtrac battalion are unique in that during the war they were dismounted and converted into a patrol and rapid response unit, receiving all their training in their new function on the job. So far as is known, it is the only unit of its kind to go through such a major transformation of mission in Vietnam.

The “Learn More about Distributed Operations” section has separate pages on command and control, decision making, fires, intelligence, logistics, training and education, and experiments and exercises. “Experiments and Exercises” is subdivided into current distributed operations experiments and the previous Hunter Warrior, Urban Warrior, Project Metropolis, and Capable Warrior exercises, which all contributed to the current incarnation of distributed operations.

All of these resources are available on the open web, in the Library’s article databases, or in the Archives and Special Collections. The site is intended to reflect current thought on distributed operations, and the Library welcomes feedback; each page has a link to submit comments and suggestions. □1775□

Prominent Marines Pass

*by Robert V. Aquilina
Assistant Head, Reference Branch*

Major General

Noah Carroll New, died 25 July 2006 in Bethesda, Maryland, at the age of 82. The Atlanta, Georgia, native enlisted in the Naval Reserve in 1943, and advanced to aviation cadet in 1945. Upon completion of flight training, he was commissioned a Marine Reserve second lieutenant in February 1947. He graduated from Georgia Tech University in 1949. During the late 1940s and into the early 1950s, he served with Marine Night Fighter Squadron 513; Marine Night Fighter Squadron 531; and Marine Helicopter Squadron 1. Integrated into the regular Marine Corps in 1952, he was transferred to the Naval Air Test Center, Patuxent River, Maryland, for test pilot training, and later became the project officer for the Flight Test Division. While stationed with the 1st Marine Aircraft Wing, he served successively as a test pilot with Marine Aircraft Group 16; air liaison officer with the 9th Marines, 3d Marine Division; and flight line officer with Marine Aircraft Repair Squadron 17.

In 1963, he was awarded a Doctor of Science degree from the Massachusetts Institute of Technology. He held a variety of posts during the 1960s, including tours of duty as the Commanding Officer, Marine Air Base Squadron 16; and later, as Marine Corps Liaison Officer, U.S. Naval Ordnance Test Station, China Lake, California. From 1967-68, he attended the Air War College at Maxwell Air Base, Alabama, and earned a Master of Science degree in International Affairs from The George Washington University.

During the Vietnam War, he served first as executive officer of Marine Aircraft Group 12, and later as commanding officer of Marine Aircraft Group 36, in Vietnam. During this



period, he earned the Legion of Merit with Combat "V," the Distinguished Flying Cross, Air Medal, and the Vietnamese Armed Forces Honor Medal (First Class). Promoted to brigadier general in April 1973, he was ordered to duty as Deputy for Development/Director, Marine Corps Development and Education Command, Quantico, Virginia. He later served as Director, Plans Division, Plans and Operations Department, at Headquarters Marine Corps. In February 1976, he was advanced to major general, and later assumed command of III Marine Amphibious Force/1st Marine Aircraft Wing. Later assignments included tours of duty as Deputy Commanding General, Fleet Marine Force Atlantic, where he served until 1980, and his final duty, as Director, Naval Council of Personnel Boards. General New retired from the Marine Corps on 1 January 1982.

Captain Raymond

G. Murphy, a Medal of Honor recipient from the Korean War, died 6 April 2007 in Pueblo, Colorado, at the age of 77. The Pueblo native graduated in 1951 from Adams State College in Alamosa, Colorado, and joined the Marine Corps Reserve the same year. He entered Officer Candidates School and was commissioned a second lieutenant in September 1951. Ordered to The Basic School, he completed the course in February 1952. During the Korean War, Lieutenant Murphy served as a platoon commander with Company A, 1st Battalion, 5th Marines. He was awarded the Medal of Honor for heroic action and leadership during the "Reno-Vegas" fighting of February 1953. His Medal of Honor citation noted that Lieutenant Murphy,



"although painfully wounded by fragments from an enemy mortar shell... steadfastly refused medical aid and continued to lead his men in support of assault units attacking a cleverly concealed and well-entrenched hostile force occupying commanding ground." Lieutenant Murphy made several trips up and down the fire-swept hill to direct evacuation teams to the many wounded Marines, and personally carried many of the stricken Marines to safety.

After medical evacuation and treatment both in Japan and on board the hospital ship *USS Repose* (AH 16), he returned to the U.S. Naval Hospital at Mare Island, and was promoted to first lieutenant in March 1953. He was released from active duty one month later, but remained in the Reserves. Promoted to captain in 1954, he was discharged from the Marine Corps Reserve in December 1959. In addition to the Medal of Honor, Captain Murphy was the recipient of the Silver Star Medal, Purple Heart Medal, Korean Service Medal with two bronze stars, the United Nations Service Medal, and the National Defense Service Medal. Captain Murphy later became director of the New Mexico Veterans Administration, and following his retirement in 1997, continued to volunteer at a veterans' hospital. His advocacy efforts in behalf of veterans were well known throughout New Mexico.

Art Buchwald, the

Pulitzer Prize winning humorist and social satirist died 17 January 2007 at his home in Washington, D.C., at the age of 81. The Mount Vernon, New York, native attended high school in Queens, New York, but dropped out of school at age 17 to join the Marine Corps. From October



1942 to October 1945, Buchwald served as an enlisted Marine, and eventually attained the rank of sergeant. Attached to the 4th Marine Aircraft Wing, he spent two years in the Pacific, where he was stationed mostly on Eniwetok in the Marshall Islands. Shortly before his discharge, he did public relations work for the Special Services Department. Following the war, he took advantage of the GI Bill and enrolled in college courses at the University of Southern California, but impelled by an urge to

live the expatriate life in Paris, Buchwald bought a one-way airline ticket to the "City of Lights." There, he began his remarkable career as a columnist, and quickly became known for his off-beat and witty stories. His columns about the "lighter things that take place in Europe" soon began to recruit American readers. Returning to the United States in 1962, and settling in Washington, D.C., his columns lampooning the Washington political establishment soon became required reading for millions of

Americans. His syndicated column appeared in more than 300 newspapers. In 1982, he was honored with the award of the Pulitzer Prize for Outstanding Commentary. He was the author of some 30 books, including *Leaving Home: A Memoir*. In looking back at his service in the Corps during World War II, Art Buchwald once noted that at age 17, he "was young, unhappy, and most of all I was undisciplined. The Marine Corps was the right service in the right place at the right time." □1775□

Lejeune Leadership Institute: A Call for Fellows

By Dr. Joseph J. Thomas

I was a senior in high school. I had been to a party, had a few beers, and got home just before midnight. My grandfather, an Army veteran of World War II, was in the living room watching the late movie. It was John Wayne in The Sands of Iwo Jima. As the credits rolled and the Marines' Hymn played, I received the calling to my vocation. The next day I went to the local recruiter and enlisted. It was that simple.

I've told that story perhaps a thousand times. To Marines or those who know Marines, they implicitly understand the reference to "the calling." To those on the outside, it sounds absurd. Such is the approach most Marines take to their profession. Their service is no mere job—the sacrifices are too great and the rewards too intangible for that. Therefore, the continuing professional development of Marines must account for the intangible rewards of inspiration, motivation, and near-religious dedication to service.

It was with this spirit in mind that the Lejeune Leadership Institute (LLI) was established. The mission of LLI is to advance the study and practice of leadership excellence throughout the Marine Corps. The Institute accomplishes this mission by: (1) integrating lead-

ership development efforts throughout the Marine Corps and (2) stimulating thought about leadership and related subjects through research, published materials, conferences, and networking Marine leaders with one another and others with a common interest in leadership excellence.

To better serve the needs of Marines throughout the Corps, LLI is seeking 20 non-resident Fellows for 2007 to contribute by thinking and writing about professional development. The forum for these contributions varies. In some cases it will be publication in journals such as the *Marine Corps Gazette*, *Leatherneck*, *Proceedings*, and *Marine Corps League Magazine*. Others may involve incorporating good ideas into officer and enlisted professional military education curricula. Still others may involve adopted practices or policy change. Much will be left to the expertise and research interests of the Fellows themselves; LLI will simply target the efforts to maximize impact on Marines.

The sacrifices involved with being involved with being an LLI non-resident Fellow are great—you will be asked to contribute to the professional development of Marines. This can be done by writing articles, proposing lesson plans, conducting research, forming discussion groups, and much more. Some of the content areas that provide great promise are decision

making, human factors in combat, leadership assessment and evaluation, ethics and character, professional reading and sustaining development, fostering adaptability, mentoring, and change management.

The rewards for contributing as a Fellow are few; an inscribed Ka-bar, the gratitude of those who follow, and most importantly, the advancement of your calling. To volunteer or nominate someone to be a Lejeune Leadership Institute non-resident Fellow or to simply receive more information about LLI, contact Dr. Joseph Thomas at (703) 432-4538 or Lieutenant Colonel Allen Bennett, the Director of LLI at (703) 432-4710. □1775□

The Director

Dr. Thomas currently serves as the Director of Professional Development, Marine Corps University. His most recent books, Leadership Embodied: The Secrets to Success of the Most Effective Navy and Marine Corps Leaders and Leadership Explored: Lessons in Leadership from Great Works of Literature, target the inspirational dimension of leadership.

Remembering Ben Frank

by BGen (Retired) Edwin H. Simmons
Director Emeritus, Marine Corps History and Museums

Many years ago Ben Frank and I made a pact. Whoever went first, the other would do his eulogy. This is that eulogy: Benis Morton Frank as I remember him.

Ben was larger than life-size. He was certainly larger in body. Many of us would say, though, that the largest part of Ben Frank was his great and generous heart. Most also would probably agree that he was a mixture of convictions and contradictions—strong likes and dislikes that were often demonstrated: Ben liked to eat. He had a great appetite. I have traveled with him when he insisted on obeying Jewish dietary laws, but that was the exception. More usually he looked for the best a menu could offer him. Among his favorites were the fried oysters at Pier Seven. He would usually end a meal with a two-word compliment: “Absolutely delicious,” he would say. “A-b-s-o-l-u-t-e-l-y d-e-l-i-c-i-o-u-s.”

We all remember his passion for

President Frank of the Virginia Scottish Games strikes a pensive pose in a cloud of pipe smoke at the Grandfather Mountain Highland Gathering in Linville, North Carolina, in 1982.



Ben Frank and Ed Simmons were friends and colleagues for 40 years. BGen Simmons was too ill himself to attend the memorial service held at Bowie, Maryland, on 27 March 2007. This eulogy, written by him, was read by his younger son, Major Clarke V. Simmons, USAR.

things Scottish. To see him decked out in full kilts and regalia as master of the Scottish games in Alexandria, or at a Robert Burns dinner, or at a Wallow of the Military Order of the Carabao was something to behold. No Scottish Highland laird ever did it better. And there was that beard that came and went until it finally became a permanent fixture. Few men wear one as well.

One summer long ago he took his family on a great pilgrimage to Scotland. Just before going he was honored by the Navajo nation for helping rescue the Marine Navajo Code Talkers from obscurity. They had awarded him an eagle feather, something which in prestige was right up there with our Medal of Honor. He asked me if he should wear the feather in Scotland and I said “Why not.” I also remember that he worked with a tailor named Levine in Edinburgh to

develop a Leatherneck tartan.

Some think he began in the Marines as a combat correspondent and he was not quick to correct that impression, but he was never a combat correspondent. But he did write their history in his *Denig's Demons and How They Grew*.

He himself did not join the Corps until 1943 when he enlisted as an apple-cheeked high school graduate from Stamford, Connecticut, where his father was a druggist. Ben had a rare accomplishment. He had been classically trained in the English horn and this led to his assignment to the 1st Marine Division Band. The band did very little playing of music at Peleliu and Okinawa where Ben saw the raw face of war for the first time.

Mostly it was command post security and the traditional bandsman's chore of stretcher-bearing. Ben's second exposure to war was in Korea. By then he had his commission and served as an intelligence officer with the 1st Marine Division headquarters

Mr. Frank prepares to give an oral history seminar at Camp Pendleton for staff historians at the base.





In 1953, while on rest and recuperation leave from Korea, Lt Frank, center, meets and talks with Eleanor Roosevelt at the Miyako Hotel in Kyoto, Japan.

and a battalion of the 5th Marine Regiment.

On his return from Korea he met and married Marylouise Swatowicz. As Winston Churchill said of his Clementine, they lived "happily ever after."

But Ben was not happy working as a clothing salesman in civilian life and in 1961 he joined the Marine Corps Historical Section which was then juggling the official histories of both World War II and Korea. Ben coauthored with Bud Shaw the final volume, *Victory and Occupation*, in the five-volume World War II series.

He pioneered the Marine Corps oral history program beginning in 1966 and the huge canon of interviews he developed must be considered his greatest contribution to Marine Corps history. It was by using oral history techniques that he developed one of his finest and most acclaimed books, *U.S. Marines in Lebanon, 1982-1984*. The focal point of that staid title was the suicide truck bombing that on 23 October 1983 destroyed the Marine barracks on the Beirut airfield, costing our nation 241 American servicemen killed, 220 of them Marines.

Ben's life's greatest ambition was to become the Marine Corps' Chief Historian. He succeeded Bud Shaw in this position in 1991 and so served until 1997. His greatest accomplishments as Chief Historian were proba-

bly general editorship of the very popular 50th anniversary pamphlet histories of Marines in World War II and the beginnings of the comparable 50th anniversary pamphlet series for the Korean War.

In these last few years, some of us organized a luncheon club we call the Order of St. Crispin. We borrowed heavily from Shakespeare's *Henry V* for our inspiration, particularly Henry's exhortation of his troops on the eve of the battle of Agincourt. Ben had a special part to play. Each year at the meeting closest to St. Crispin's Day which is 25 October, Ben, as Sir John Falstaff, would recite Henry's "Band of

Brothers" exhortation.

Beyond his official books Ben had several others including two on the battle for Okinawa and a biography of Admiral Halsey. His many articles and reviews were published widely and on occasion, he was known to write rather pungent letters to recalcitrant newspaper editors.

I must now give over my last few minutes to Ben's life as a father and family man. Above all else, Ben was a great family man. Not a particularly religious person, Ben tried to stay astride both Christianity and Judaism and I think he did quite well at it. He agreed with me that God's greatest blessing to man was a good wife and he had that good wife in Marylou. It pleased him that Karen and Jennifer pursued his love of Scottish dancing and he was exceedingly proud of Mike's skill as a piper. In his last years, his greatest pleasures were his grandchildren.

Yes, that great heart of Ben Frank was filled with love. Love of his country despite its tribulations. Love of the Marine Corps. Certainly love of friends that was strongly reciprocated. And love of a family, which must now carry on, saddened but warmed by many wonderful memories.

I will leave it there.

Mr. Frank was interred at Arlington National Cemetery on 17 April 2007.

□1775□

BGen Simmons decorates Frank with the Secretary of the Navy's Distinguished Civilian Service award at Frank's retirement luncheon.



From Buckskins to Leathernecks

by Charles D. Melson
Chief Historian

Quantico, Virginia, has been a home to U.S. Marines and their families since 1917. As part of the Marine Corps University, the History Division relocated there in September, 2005 as newer residents (although museums have been there since 1940). Described as the “Crossroads of the Corps,” the location along the Potomac River has its own story and charm. A recent book, sponsored by the Marine Corps Heritage Foundation, tells the tale in an accessible form.

Quantico: Semper Progređi, Always Forward (Virginia Beach: Downing Publishing Company, 2004) was written by Bradley E. Gernand and Michelle A. Krowl. Both authors have doctorates in history and bring to their work an abiding interest in local history, combined with a military background. The results of their collaboration are self evident and different than what might be produced by a base or service historical office (the work is fully documented, which helps future researchers).

The story is told in eight chapters and some 272 pages using a choice selection of images, photographs, and maps to add to the text. While the Marine Corps figures large in the book (the subtitle is taken from the Latin phrase used by the Marine Corps Development and Education Command in 1968), the story is told about people and a place along the Potomac River. This includes locals, tenant organizations

like the Federal Bureau of Investigation, and Quantico Town itself oftentimes dwarfed by its larger neighbor. Even Presidents of the United States have used the base for business and pleasure.

The pre-history origins of the region are explored, as well as its

first visit to Quantico occurred in the summer of 1967 and the six-week stay at Camp Upshur did little to charm me. Subsequent visits made Quantico an acquired taste and it remains one of the more scenic Marine establishments. Yet Quantico’s place in the education of Marines and

its position as the “crossroads” of the Corps ensures that leaders of all ranks will be familiar with its significance as what General Charles C. Krulak phrased “the intellectual heart of the Corps.”

Part of the Marine Corps Heritage Foundations’ sponsorship of this work was to highlight the place in the story of Quantico that the National Museum of the Marine Corps has since opening in November 2006. With its highly visible location along side of Interstate 95, the heritage center serves as a gateway to the base and as an outreach to the larger world that will put the Potomac town on to a larger national and international stage in the near future. It has and will serve as a home away from home for generations of Marines.

For Marines and their families who have ever been stationed or lived at Quantico, the book is a recommended read that answers a lot of questions that would have to be answered by a number of trips to the library and coffee shop conversations. For those who live and work around the base, it provides context and continuity to a relationship that has benefited both and brought changes for all. □1775□

