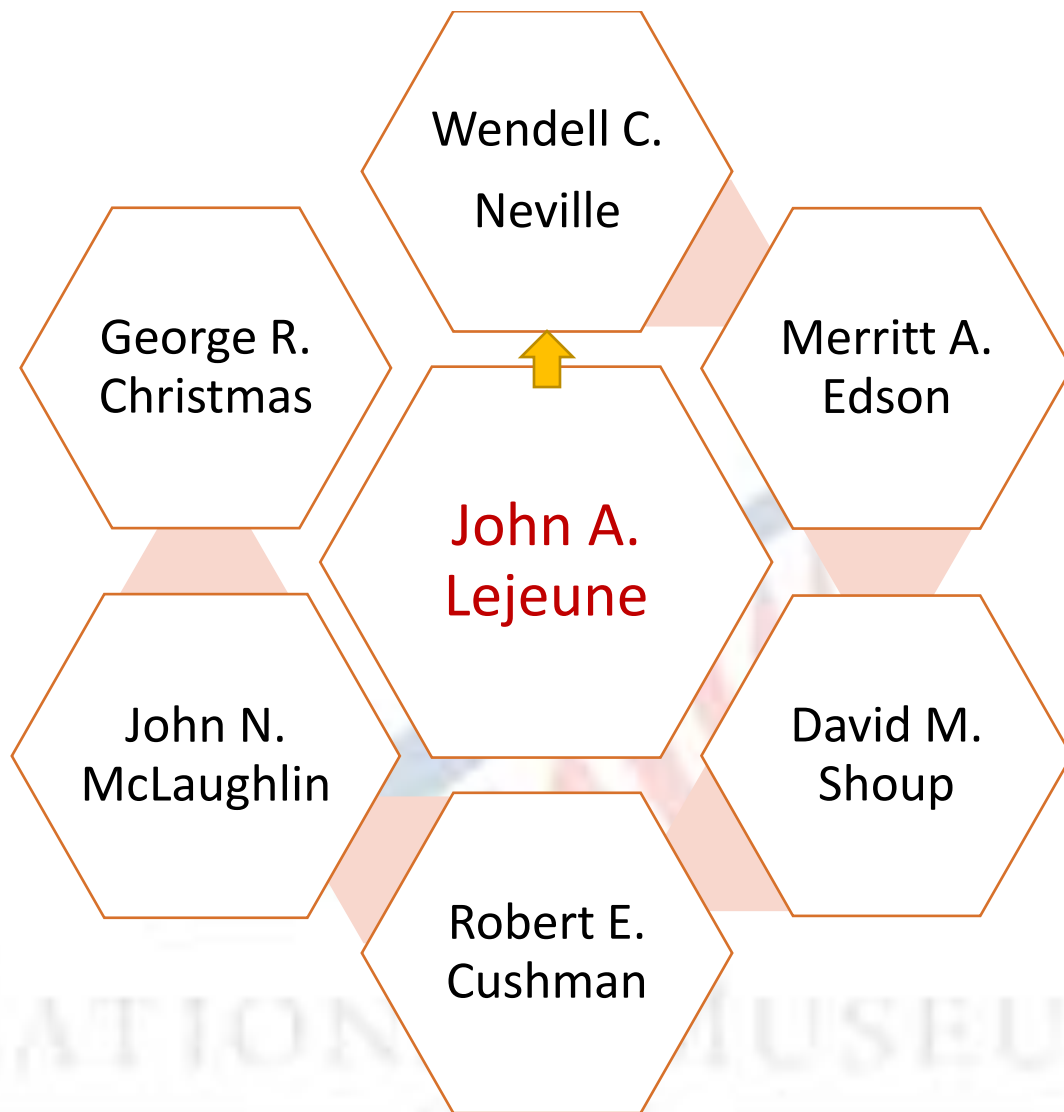


The Six Degrees of John A. Lejeune: The Marine Corps Enlightenment



John A. Lejeune

The influences of John Lejeune on individual Marines and the Marine Corps are vast and long-lasting. After graduating from the U.S. Naval Academy, Lejeune received his Marine Corps commission in 1890. Southern-born John Lejeune came from a long line of military family members. He was one of the early members of a Marine Corps group that would become the “Core of the Corps.” This group would form a firm foundation for the Marine Corps as a military force ready for any assignment. They would also provide the most experienced American military men for World War I in 1918.

Like many Marines of the time, Lejeune began his career onboard naval warships as part of the Marine detachments. During the Spanish-American War, he led Marines and Navy bluejackets against the Spanish in Puerto Rico. Between 1899 and 1906, Lejeune rose through the ranks serving at seven duty stations. Two of these assignments were at Headquarters Marine Corps in Washington, D.C., where Lejeune learned the Marine Corps’ administrative aspects. It was also an opportunity to rub elbows with some of the most influential military officers of the time. Lejeune learned from men like Charles Heywood, George Elliot, and Henry Clay Cochrane to uphold the

traditions of the Marine Corps while maintaining its relevance. As a part of the new breed of highly educated Marine Corps officers, Lejeune was looked upon as a trusted, level-headed man that was a natural-born leader.

Reaching the rank of major in 1903, Lejeune was leading Marine enlisted men like Dan Daly, Henry Hulbert, and John Quick. Through his experiences with so many accomplished combat veterans of the Marine Corps, Lejeune learned that leadership was a partnership with all involved in the mission. This philosophy was that most Marine officers had accepted through their vast experiences in Asia and Central America. This leadership group included one of the most iconic collections of officers ever to serve in the Marine Corps. Included in this group were Tony Waller, Wendell Neville, and Smedley Butler. By the time First World War began for the U.S. in 1917, Lejeune had reached the rank of brigadier general and served as Assistant Commandant of the Marine Corps under Commandant MajGen George Barnett. As the commander of various units in the American Expeditionary Force in France, Lejeune led his men in combat at Soissons and St. Mihiel.

Returning from France in October 1919, he again was appointed for a second time as the commanding general, Marine Barracks, Quantico. Lejeune was appointed as major general and commandant of the Marine Corps on 1 July 1920. After his appointment, Lejeune traveled to many of the Marine Corps postings around the world. His mission was to inspect each setting and promote changes to prepare the Marine Corps for the changing world situation. During his service as commandant, Lejeune presided over what is known as the first enlightenment of the Marine Corps. Lejeune directed intelligence-gathering operations in the Pacific in the early 1920s and drove changes in the organization, training, education, and equipping of Marines. He is credited with transforming the Marine Corps from a 19th-century colonial naval infantry into a combined arms amphibious force. These changes guaranteed that the Marines would be ready for the next world conflict. Upon the expiration of his second term as commandant, Lejeune indicated his desire not to retire from the Marine Corps but was relieved as commandant in March 1929, returning to civilian life after 30 years of service.

This enlightenment period's legacy is enhanced education and training while building the Marine Corps into one cohesive unit. The center of the unit would be enlisted men surrounded by a strong leadership group that led by example. The concepts of "first to fight" and "Marines take care of Marines" would be the central focus. The Marine leadership that established these ideas would serve as the foundation of a Marine Corps that would become one of the world's greatest fighting forces. To this day, Marines learn these leadership principles based on the traditions and heritage that became the legacy of John Lejeune.

Wendell C. Neville

Like Lejeune, Wendell Neville was a graduate of the U.S. Naval Academy. He was a classmate of John Lejeune but did not officially join the Marine Corps until his mandatory two-year cruise was completed. In 1892 Neville was commissioned a second lieutenant in the Marine Corps but did not directly contact Lejeune for several years. During their careers, the men communicated through letters repeatedly. Though cut from a different cloth, their loyalty to the Marine Corps was unflinching. Both were Southern born and raised, but their temperaments were very different. Lejeune was very calm and laid back, whereas Neville was more aggressive and intimidating. Still, they both possessed inner confidence that made them natural leaders.

With the Spanish-American War outbreak in 1898, while Lejeune's Marines secured Puerto Rico, Neville followed LTCOL Robert Huntington at Guantanamo Bay, Cuba. Neville received a brevet promotion to captain for his action in Cuba. In 1899 the brevet was removed, and he received a permanent captain's rank. Following the Boxer Rebellion in 1900, a conflict in which Neville participated in four significant battles, he was appointed the Basilan Province military governor in the Philippines. The military careers of Lejeune and Neville were running parallel to each other at this point. It was in 1914 that the Lejeune effect took hold of Neville. During the Veracruz Campaign, the two men served under Col. Littleton Waller. Neville was awarded the Medal of Honor for his actions, though he would

later question his judgment in the affair. During a conversation with Lejeune, Neville expressed regrets about the loss of several Marines. Lejeune told Neville to ask himself if their loss could have been avoided. Neville understood that risk was a part of the warrior's profession, but he also came to see that his personal glory was too high on his priority list. The Lejeune philosophy of taking care of the group as a whole had been planted in Neville. According to Neville, it was at that point that he "became a leader of Marines, not a Marine leader."

In 1915, Neville returned to China, where he was chosen to command the combined Allied guard at Peking, serving in that position until 1917. He was promoted to colonel in August 1916. While in China, Neville began to implement "Lejeune" inspired training methods. The two men began to exchange letters regularly with Lejeune, taking on a mentor's role. At one point, Neville asked Lejeune how he could curb the drinking habits of his Marines. Lejeune's response was simple as he stated, "Make them too tired to drink." On 1 January 1918, Neville was placed in command of the 5th Regiment in France and moved his regiment into action at Belleau Wood in May. In July, Neville's command was enlarged to include the 4th Marine Brigade, which he directed during the remaining days of the war and its occupation service in Germany. He was promoted to brigadier general in 1919.

John Lejeune was promoted to major general on 1 July 1920 and appointed Commandant of the Marine Corps. One of his first acts as commandant was the recommendation of Neville to the rank of major general. Lejeune also appointed Neville to replace him as the commander of the Marine Corps Base at Quantico. Lejeune began to refer to Neville as his "field commandant," eventually sending Neville to command the Fleet Marine Force headquartered on the West Coast. Through Neville, Lejeune was implementing new Marine Corps practices while maintaining the relevance of the Marine Corps. Lejeune was also grooming Neville to replace him as Commandant of the Marine Corps in the future. For the next eight years, Neville was the eyes and ears of Lejeune.

John Lejeune's original plan was to serve as commandant for only four years and then return to the administrative ranks as a base commander. Lejeune reluctantly retired from the Marine Corps on 5 March 1929, recommending Neville as his replacement. MajGen. Neville replaced Lejeune as the 14th commandant of the Marine Corps on the same date. During his short tenure as commandant, 16 months, he continued the "Lejeune Enlightenment" programs. Neville's sudden death on 8 July 1930 ended one of the most distinguished careers of any military officer. Friend and protégé, Ben Fuller, replaced him as Commandant of the Marine Corps.

Merritt A. Edson

The Marine Corps Enlightenment experience for Merritt Edson came much like other Marines of the time. He was commissioned a second lieutenant in the Marine Corps on 9 October 9, 1917. A year later, Edson was sailing to France with the 11th Marines. This regiment saw no combat, but during the last six months of his European tour, he commanded Company D, 15th Separate Marine Battalion. The purpose of the battalion was to assist in the holding of a referendum in Schleswig-Holstein, Germany. When the U.S. failed to ratify the Treaty of Versailles, its mission was canceled, and they returned to the U.S.

In the US, Edson was promoted to first lieutenant and assigned as the Adjutant-Registrar of the Marine Corps Institute at MCB Quantico. That same year, John Lejeune became the commandant of the Marine Corps. Edson was in the right place at the right time as Lejeune began the Marine Corps Enlightenment. The plan for retraining and updating the Marine Corps by Lejeune found an instant convert in Edson. With Neville serving as the Commanding General of Quantico, Edson was singled out as one of the new breed of Marine officers. For Edson, who was contemplating leaving the Marine Corps after his hitch was up, Lejeune and Neville brought a new focus to his Marine Corps career. In 1921, when Edson applied for flight training at NAS Pensacola, he received a personal recommendation from MajGen Neville.

Edson received his gold wings as a Naval Aviator in 1922, but his flight career only lasted until 1927. Unable to pass his flight physically due to poor eyesight, Edson was assigned to the Philadelphia Navy Yard as ordinance officer. Promoted to captain in December 1927, Edson became the Marine detachment officer aboard the *USS Denver*. During this assignment, Edson and 160 Marines fought Sandino-led guerrilla fighters and denied them the Poteca and Coco River valleys in Nicaragua. For his leadership and fortitude during the operation, Edson received the Navy Cross. He also received the nickname "Red Mike" because of his striking red beard. By the time he returned to Quantico in September 1929, Edson was one of the most experienced tropical combat Marine officers.

For this reason, his role in the Marine Corps Enlightenment was vital. Edson was assigned as a tactics and warfare instructor to fledgling Marine lieutenants at The Basic School in Philadelphia. Edson spent the next four years there, joined the war planning team, and served as assistant coach to the Marine Corps rifle and pistol teams. As the Japanese aggression increased during the 1930s, Edson found himself in Shanghai, China, with the 4th Marines. Between 1937 and 1939, Edson had a ring-side seat observing the Japanese atrocities. Promoted to lieutenant colonel on 1 April 1940 while back at Quantico, Edson could dictate warfighting changes based on his observations.

While at Quantico, Edson's familiarity with the Marine Corps changes over the past decade convinced him that an elite group of Marines was needed to deal with Japan if America went to war. In January 1942, his 1st battalion, 5th Marines command, was designated the 1st Separate Battalion. The training exercises he conducted in the following months with Navy high-speed transports (APDs) led to the organization of the 1st Marine Raider Battalion in March 1942. This unit was the prototype of every Marine Raider battalion formed throughout the war. He was promoted to colonel on 21 May 1942. Edson's introduction to the Pacific Theater of Operation began with the overseas training of his Raider command in American Samoa. On 7 August 1942, his Raiders, together with the 2nd battalion, 5th Marines, landed on Tulagi in the British Solomon Islands. After two days of severe fighting, the island was secured. After his battalion relocated to Guadalcanal, they conducted raids on Savo Island and Tasimboko. He was awarded a Gold Star instead of a second Navy Cross for his successful conduct of the Tulagi operation.

During the Battle of Guadalcanal, his Raiders were best known for their Lunga Ridge defense on 12-14 September 1942. Approximately 800 Marines withstood the repeated assaults of more than 3,000 Japanese on what became known as "Bloody Ridge." However, the 1st Raider Battalion men, who sustained 256 casualties, became known as "Edson's Ridge." The code name for the battle was "Red Mike," the nickname he acquired in Nicaragua. From then on, Edson was known by all as "Red Mike." For his actions on "Bloody Ridge," Edson was awarded the Medal of Honor. When asked a decade later about his success on Guadalcanal, he stated, "those seeds were sown years before by great Marine leaders I served under."

During the remainder of the war, Edson served in many campaigns and posts. His retirement from the Marine Corps at age 50 was difficult for Edson. In his papers, he remembers the Marines he served with for 30 years. Most of all, he remembers the lessons taught to him about training Marines properly and taking care of his Marines. In one account, he discusses the changes in the Marine Corps during the 1920s and 1930s. Though he recognizes Lejeune and Neville's vital influence, he cannot give one more credit than the other. In 1955, Edson was found in his Washington, DC garage, dead from carbon monoxide poisoning.

David M. Shoup

Born in 1904 in Battle Ground, Indiana, David Shoup served in the Marine Corps for 37 years. During that time, he served with distinction in World War II, receiving the Medal of Honor for his actions on Tarawa. In 1960, Shoup became the 22nd commandant of the Marine Corps, eventually serving under three Presidents. As Commandant, Shoup overhauled the leadership and administrative aspects of the Marine Corps. He immediately appointed younger officers to critical positions and sought out talent over politics. This concept came straight from the Lejeune philosophy that Shoup acquired during the First Marine Corps Enlightenment.

In 1926, Shoup joined the Reserve Officers Training Corps at DePauw University to pay living expenses during his college final year. According to his memoirs, "that was the only reason I joined the military." Hearing a speech given by John Lejeune in New Orleans in May 1926, Shoup applied for a Marine Corps commission instead of fulfilling his commitment to the Army. He excelled in all aspects of officer training at The Basic School. Shoup especially shined in the athletic and marksmanship aspects of training. On 1 April 1927, Shoup and nine other officers were pulled from training to accompany a detachment of Marines sent to China to protect American interests during the Chinese Civil War's instability. This was Shoup's first experience with world politics, and he thought the American presence in China was heavy-handed. He returned to the U.S. in 1928 and completed his training.

During the 1930s, Shoup served two more tours of duty in China. During the first tour in 1934, Shoup served as a first lieutenant under Capt Merritt Edson with the 4th Marines. Edson was impressed with Shoup's leadership style and pistol shooting skills, making him the post-shooting instructor. Edson served another tour in China from 1937 to 1938. When he returned to the U.S., Shoup joined Edson at Quantico as an instructor at the Reserve Officers School. Shoup was on the fast track for young officers in the Marine Corps as they prepared for war with Japan. Although the U.S. was a neutral nation in 1939, any Marine who spent time in China during the 1930s knew that war was inevitable. According to Shoup, "The Americans and Japs were on a collision course that could not be halted." In June 1940, he was promoted to major and joined the 6th Marines in San Diego. When Edson began forming the 1st Marine Raider Battalion in early 1942, he requested Shoup join him. However, Shoup had just returned from Iceland, shoring up their defenses for a possible Nazi invasion. He was named as operations and training officer of the 2nd Marine Division instead of joining Edson. He was promoted to lieutenant colonel in August 1942 as he and the division headed to New Zealand. Shoup reconnected with Edson at Guadalcanal as an observer of the 1st Marine Division. At Guadalcanal, Shoup observed amphibious warfare tactics that would serve him well later in the war.

In June 1943, Shoup was transferred to the staff of MajGen Julian C. Smith, Commander of the 2nd Marine Division, and tasked to help plan the invasion of Betio on Tarawa Atoll. This was the moment that would define the future path of his Marine Corps career. Shoup was put in charge of the assault on Tarawa on 20 November 1943 when Col William W. Marshall suffered a nervous breakdown. Years later, he stated, "I remembered all those great Marine Corps leaders of the past who put their trust in me. I had no option but to succeed so my Marines could succeed." Despite his lack of combat experience, Shoup led his Marines for two days during some of the Pacific War's bloodiest fighting. Wounded twice by the afternoon of 21 November, Shoup was confident the Marines were winning the battle. At 4:00 pm, he composed a lengthy situation report to division headquarters on board the *USS Maryland*, culminating in the phrase, "Combat efficiency: We are winning." That night, Shoup was relieved by Col Edson, the division's chief of staff, who commanded the landed troops of the 2nd Marine Division, pending the arrival ashore of Julian Smith on 22 November. Shoup participated in the planning and implementation of the Marianas Campaign in December 1943. However, his expertise as a staff officer was needed in Washington, where he finished the war.

In August 1947, Shoup became commanding officer, Service Command, Fleet Marine Force, Pacific, replacing Edson, who was retiring from the Marine Corps. In June 1949, he was assigned to the 1st Marine Division at Camp Pendleton as its chief of staff. In July 1950, he was transferred to Quantico, where he served as Commanding Officer of The Basic School. When Gen Lemuel C. Shepherd became Commandant of the Marine Corps in 1952, Shoup was appointed Fiscal Director of the Marine Corps. He was involved in fiscal strategy hearings before Congress. During this assignment, Shoup established a programming system where officers researched and thought out programs before bringing them to Congress. This idea was met with resistance from Marine leaders who favored going to Capitol Hill to figure out the details of programs independently. Shoup was removing Marine officers from the past political aspects with his new program. In Shoup's mind, he was "freeing Marines to be Marines." This forward-thinking led President Eisenhower to nominate Shoup as Commandant of the Marine Corps in November 1959.

Even though Shoup was not a typical combat Marine officer, he was an extraordinary administrative officer. He learned these skills early in his career and built on them at every opportunity. Shoup credited Merritt Edson as a direct influence on his career, but he also credited the atmosphere of career growth established by John Lejeune during the Marine Corps Enlightenment.

Robert E. Cushman

Robert Cushman was another of the U.S. Naval Academy's connections to the Marine Corps. Graduating from the academy tenth in the Class of 1935, Cushman accepted a Marine Corps commission as a second lieutenant. Completing The Basic School at the Philadelphia Navy Yard, he was sent to the MCB at San Diego. Here Cushman joined 1stLt David Shoup and Capt Merritt Edson as a member of the 4th Marines as they sailed to Shanghai, China. The bond with Shoup and Edson was instant, partly due to his expert rating with a service pistol. Cushman also bought into the training methods that Edson and Shoup were employing. "It was a quiet leadership that fostered respect, yet discipline." according to Cushman. This element of the Lejeune effect created trust in Marine leaders from the enlisted ranks.

In March 1938, he served at naval shipyards in Brooklyn, New York, and Portsmouth, Virginia. He was promoted to the rank of first lieutenant in August 1938. In April 1939, Cushman was assigned to the Marine detachment at the New York World's Fair and then assigned to the Marine Barracks at Quantico. While in Quantico, Cushman underwent advanced leadership training, which had become a mainstay for Marine officers since Lejeune and Neville commanded the base schools. He remained an instructor until March 1941, when he was promoted to a captain's rank. In June 1941, Cushman was shipped west and reported aboard the *USS Pennsylvania* in San Diego as the commanding officer of the ship's Marine detachment. The ship's final destination was Pearl Harbor, where Cushman found himself on the morning of 7 December 1941. Like many Marines that morning, he was not on board his ship when the Japanese attacked. The ship was in dry-dock at the time of the attack sustaining minor damage. After repairs, Cushman and the *Pennsylvania* sailed for San Francisco on 20 December.

The U.S. was now officially at war with the Japanese, and the strength of the shipboard Marine detachments was cut in half. Cushman was assigned to the 9th Marine Regiment at San Diego as the battalion executive officer when Edson formed his 1st Raider Battalion. Cushman requested a transfer to Edson's unit but instead was promoted to major to prepare the remainder of the unit for combat. This assignment should have fallen to David Shoup, but he was assigned to the 2nd Marine Division. Edson had requested both Shoup and Cushman for the Raider Battalion but ended up with neither. In January 1943, Cushman was promoted to lieutenant colonel and headed to the Pacific Theater as Commanding Officer of 2nd Battalion, 9th Marines. During the two years he held that post, he repeatedly led his battalion into combat, earning the Bronze Star Medal with Combat "V" on Bougainville and the Navy Cross during the Battle of Guam. During the Battle of Iwo Jima, Cushman was awarded the Legion of Merit with Combat "V," where two of his companies were nearly wiped out. The ten survivors held their position as the Marines compressed the Japanese to become known as "Cushman's Pocket."

Upon returning to the U.S. in May 1945, Cushman was stationed at Marine Corps Schools, Quantico, for three years. During that period, he completed the Senior School, served as an instructor in the Command and Staff School, and was a supervisory instructor for the Amphibious Warfare School during the latter two years. In June 1948, he was named head of the Amphibious Warfare Branch, Office of Naval Research, Navy Department, Washington, D.C. From October 1949 until May 1951, he served on the staff of the Central Intelligence Agency. While there, he was promoted to colonel in May 1950. For the next decade, Cushman was considered one of the top training officers in the Marine Corps. His ability to fill a variety of roles in the military, however, was his greatest asset. Cushman stated later in life, "As a young Marine officer in the 1930s, you had to fit into whatever job your commanders needed you to fit." Again, the influence of the Marine Corps Enlightenment was showing its impact.

Assigned to Washington, D.C., in February 1957, Cushman served four years on Vice President Richard Nixon's staff as the Assistant to the Vice President for National Security Affairs. While serving in this capacity, he was promoted to brigadier general in July 1958. Following his departure from Washington, Cushman became assistant division commander, 3rd Marine Division, on Okinawa in March 1961. He was promoted to major general in August 1961, and in September, assumed command of the division when he relieved MajGen Donald M. Weller. In July 1962, Cushman reported to Headquarters Marine Corps in Washington, D.C., where Commandant General Shoup assigned him as assistant chief of staff, G-2 (Intelligence), and assistant chief of staff, G-3 (Plans, Operations, and Training). As the Vietnam War began to accelerate, Cushman was assigned as commanding general at Camp Pendleton. It was there that Cushman formed the 5th Marine Division.

Cushman was ordered to the Republic of Vietnam in April 1967 and was assigned as the deputy commander, III Marine Amphibious Force. Upon assuming his duties, Cushman was promoted to lieutenant general in June 1967. For his service as deputy commander, from April to May 1967, and subsequently as Commanding General of the III Marine Amphibious Force, from June to December 1967, he was awarded the Navy Distinguished Service Medal. While holding this post, Cushman implemented a reorganization and refitting of the Marines in Vietnam. This process soon proved vital for the Marines' success against enemy attacks during the Tet Offensive.

On 6 March 1969, while serving in Vietnam, Cushman was nominated by President Richard Nixon to be the deputy director of the Central Intelligence Agency, with the Senate confirming his nomination on 21 April 1969. Upon returning to the United States, he served briefly as director of personnel/ deputy chief of staff at HQMC. Cushman subsequently served as deputy director of the CIA from April 1969 through December 1971, for which service he was awarded the Distinguished Intelligence Medal.

Cushman was promoted to Commandant General of the Marine Corps on 1 January 1972. During Cushman's tenure, he saw the last of the Marines leave Vietnam, and the peacetime strength fall to 194,000 while still maintaining readiness to act in such emergencies as the Mayaguez incident and the evacuations of Phnom Penh and Saigon. Cushman displayed the attributes that John Lejeune stressed throughout his career, including intellect, human understanding, and moral character. The action of Marines during the Vietnam War was heroic and inspiring. The period of the 1st Marine Corps Enlightenment, however, was coming to a close.

John N. McLaughlin

John McLaughlin was one of those Southern-born Marines that fit the Lejeune mold. Born in 1918, he joined the Marine Corps out of college in June 1941, commissioned as a second lieutenant on 1 November 1941. His experience with the Lejeune Enlightenment began when he was attached to Company "C," 1st battalion, 5th Marines under Maj Merritt Edson at Camp Lejeune. For McLaughlin, he learned from Edson the importance of trust from his enlisted Marines. According to McLaughlin, Edson emphasized that "the will to fight for your fellow Marines sustains a man on the battlefield more than the will to just fight for yourself."

The 5th Marines spent the next two months preparing for combat deployment, which occurred at the beginning of August 1942 with an amphibious landing on Guadalcanal. McLaughlin later took part in actions along the Matanikau River and was promoted to first lieutenant in October 1942. The 5th Marines took heavy casualties and were ordered to Australia for rest and refit on 9 December of that year. Meanwhile, McLaughlin was promoted to captain's rank in February 1943 and assumed "C" Company command. The 5th Marines were ordered to Cape Gloucester on 29 December, with the mission to capture a sizeable Japanese airdrome. They remained there until May 1944. On 15 September, Capt McLaughlin's Marines landed on Peleliu. The fighting on Peleliu was some of the fiercest of the war in the Pacific. He saw his Marines badly battered but never broken. Edson told him on Guadalcanal, "it was acceptable to bend but never let your Marines reach a breaking point." McLaughlin received the Silver Star for his actions on Peleliu, which became his last combat action during World War II.

Between 1945 and 1950, McLaughlin became one of the most experienced Marine Corps officers in amphibious warfare tactics. When the North Koreans crossed into South Korea in June 1950, Maj McLaughlin was training U.S. occupation forces in Japan in amphibious tactics. In July 1950, he was appointed an advisor with the 5th Cavalry Regiment and took part in the amphibious landing at P'ohang-dong in August 1950. McLaughlin subsequently received the Bronze Star Medal with Combat "V" for his leadership during the P'ohang-dong campaign. McLaughlin was later appointed assistant to X Army Corps operations officer under LtGen Edward Almond as 1st Marine Division Liaison Officer. During the Chosin Reservoir Campaign at the end of November 1950, McLaughlin was attached to Task Force Drysdale's column, which traveled to Hagaru-ri under Lieutenant Colonel Arthur A. Chidester's command 29 November 1950.

The column was ambushed by the Chinese People's Volunteer Army during the transit and divided into several parts. Although McLaughlin was originally just a passenger, he assumed command of his part of the column as the senior officer present. Though surrounded by the Chinese, McLaughlin's men put up a spirited defense as they waited to be rescued. Despite the hopelessness of his situation, McLaughlin calmed the troops down and ordered them to the proper places where they could give the most firepower. He held out hope that allied reinforcements would arrive at dawn, although it soon became apparent that was not going to happen. Almost out of ammunition and with mounting casualties, McLaughlin decided to negotiate terms of surrender. He demanded that his wounded men be medically treated and handed over to the nearest American post. Although the Chinese commander agreed, McLaughlin intentionally delayed the surrender to allow more men to slip out of the perimeter undetected. This action resulted in one-quarter of the U.S. military personnel escaping the trap.

For the next 35 months, McLaughlin was moved to several POW camps. He kept his men's morale intact during the ordeal while leading them in psychological warfare against their captors. He was finally released from captivity on 5 September 1953, as a part of the Operation Big Switch prisoner of war exchange. During his years of captivity, he suffered beatings, attempted brainwashing, four months of solitary confinement, and lost 66 pounds. Numerous Marines who served with McLaughlin in captivity reported McLaughlin's exemplary action while a POW. Commandant General Lemuel C. Shepherd personally recommended McLaughlin for the Legion of Merit award. He appeared in front of a Congressional Committee that was examining American POWs' conduct during the war. His actions were cited by the committee in their report as exemplary and became the basis for the current Military Code of Conduct for Prisoners of War.

For the next decade, McLaughlin rose through the ranks serving in several high-ranking administrative posts. The Vietnam War in 1965 found McLaughlin at the National War College. In December 1965, he assumed command of

the 6th Marine Regiment at Camp Lejeune. He eventually assumed duties as Chief of Staff of the 2nd Marine Division under MajGen Ormond R. Simpson but did not go to South Vietnam with the division. On 10 January 1967, he was promoted to brigadier general and appointed Deputy Chief of Staff for Plans at the United States Strike Command. McLaughlin distinguished himself again in this capacity and received his second Legion of Merit. After much lobbying, McLaughlin finally received orders for deployment to Vietnam on 18 February 1968. As the 1st Marines Division Commander under MajGen Donn J. Robertson, McLaughlin relieved BGen Foster C. LaHue and simultaneously served as commander of *Task Force X-Ray* in the area of Phu Bai Combat Base. At the end of May 1968, McLaughlin was relieved of command and transferred to Saigon, where he was appointed Deputy Chief of Staff for operations under Gen Creighton Abrams, USA. McLaughlin left Vietnam in August 1969 and was awarded the Navy Distinguished Service Medal and several Vietnamese decorations.

McLaughlin remained in the Marine Corps for another eight years in various training and command posts. His final years were as an assistant to Commandant General Robert Cushman. McLaughlin remembered trading stories with Cushman about their experiences with "Red Mike" Edson and the influence of his leadership style. After 36 years in the Marine Corps, McLaughlin retired in 1977 at the rank of lieutenant general. He received his third Legion of

Merit award with his retirement. The legacy of courage, fortitude, and endurance is still taught to Marine officers. These legacies were qualities that McLaughlin absorbed as he experienced the Marine Corps Enlightenment firsthand.

George R. Christmas

As the Marine Corps went through transitional changes following the Vietnam War, an overlap linked the First Marine Corps Enlightenment to the Second Marine Corps Enlightenment. This transition included officers trained in the principles set forth by John Lejeune and served as the foundation for the new Marine Corps under men like P. X. Kelley and Alfred Gray. Ron Christmas was one of these foundation stones for the Second Marine Corps Enlightenment.

Christmas was commissioned as a second lieutenant in the U.S. Marine Corps Reserve in 1962 through the NROTC program at the University of Pennsylvania. After completing The Basic School at MCB Quantico in Virginia, he was assigned as a platoon leader in Company L, 3rd battalion, 2nd Marines, 2nd Marine Division, Camp Lejeune, North Carolina. At Camp Lejeune, his division commander was MajGen James P. Berkeley, who served as an enlisted Marine under Merritt Edson in Nicaragua. Christmas later served as the Battalion Personnel Officer and was promoted to first lieutenant in December 1963. Between 1963 and 1965, Christmas served two stints in the Caribbean as he transitioned into the regular Marine Corps. The basic principles of organization, training and education sent forth by Lejeune were still being taught in the early 1960s.

In May 1965, Christmas was assigned to the Marine Barracks in Washington, D.C. He served as the Executive Officer and was promoted to captain in June 1966 as Commanding Officer, Headquarters and Service Company. The U.S. began to increase its operations in Vietnam in 1965, and training took on a greater sense of urgency. Christmas went to South Vietnam in July 1967, where he served successively as Commanding Officer, Service Company, Headquarters Battalion, and Commanding Officer, Company H, 2nd battalion, 5th Marines, 1st Marine Division, FMF. According to Christmas, “these guys did not feel like they were part of the war, so the first thing we were going to do, as we were in a combat zone, after all, we were going to ensure our defensive position is in order.” He put his training to work, ensuring that the principle of “every Marine is a rifleman” was emphasized to the company. This philosophy would pay big dividends during the war. During the Battle for Hue City in 1968, Christmas was seriously wounded and evacuated to the Philadelphia Naval Hospital. He was awarded the Navy Cross for his actions at Hue for his “extraordinary heroism” on 5 February 1968.

After recovering from his wounds, in October 1968, he was assigned to The Basic School staff in Quantico, Virginia. He subsequently attended the Amphibious Warfare School, graduating with distinction. Following graduation in July 1969, he was assigned as an instructor at the U.S. Army’s John F. Kennedy Institute for Military Assistance, Fort Bragg, North Carolina. In July 1971, Christmas was transferred to Washington, D.C., to serve at Headquarters Marine Corps as the Special Assistant and Aide to the Assistant Commandant of the Marine Corps. He remained in this post until April 1973. He was promoted to major in February 1972. He returned to The Basic School, where he served successively as the Company Tactics Chief; Commanding Officer, Student Company A; and the Tactics Group Chief. From The Basic School, he transferred to the Marine Corps Command and Staff College as a student.

Christmas returned overseas in July 1975 for duty as the Operations Officer and, later, Executive Officer, 3rd Battalion, 4th Marines, 3rd Marine Division, FMF, Okinawa, Japan. He transferred back to the United States in August 1976 and was assigned as the Commanding Officer, Marine Barracks, Annapolis, Maryland. While there, he was promoted to lieutenant colonel in September 1978. From August 1979 until May 1981, he was assigned as the Commanding Officer, First Recruit Training Battalion, Marine Corps Recruit Depot, Parris Island in South Carolina. Christmas was then selected to attend the Army War College, Carlisle Barracks, Pennsylvania, and participated in

the Cooperative Degree Program at Shippensburg University, leading to his master's degree in Public Administration.

In July 1982, Christmas served for a year as a Naval Operations Officer, J3 Directorate, USCINCPAC, Camp H. M. Smith, Hawaii, and upon selection to colonel assumed duties as Chief of Protocol, USCINCPAC. In September 1984, he was reassigned as Commanding Officer, 3rd Marine Regiment (Reinforced), 1st Marine Amphibious Brigade. In July 1986, Christmas was assigned duty as Director, Amphibious Warfare School. He was advanced to brigadier general on 13 May 1988, and assigned duty as the Assistant Division Commander, 3rd Marine Division, FMF/Commanding General, 9th Marine Expeditionary Brigade, Okinawa, Japan in June 1988. He assumed command of the 3rd Force Service Support Group on 18 August 1989. On 18 May 1990, he again took command of the 9th MEB and duties as Commanding General, 3rd FSSG.

Christmas was advanced to major general on 27 June 1991. He was assigned duty as the Director for Operations (J3), U.S. Pacific Command, Camp H. M. Smith, Hawaii, on 26 July 1991. He was advanced to lieutenant general on 8 July 1993 and assumed duty as Commanding General, I Marine Expeditionary Force, Camp Pendleton, California, serving in this capacity until July 1994. On 15 July 1994, he assumed his final active duty Marine Corps post as Deputy Chief of Staff for Manpower and Reserve Affairs. Christmas retired in 1996 after 34 years of active duty service.

Christmas's lasting legacy is his devotion to educating and reinforcing Marine Corps principles established in the early 20th century. He served as the President and CEO of the Marine Corps Heritage Foundation from 1996 to 2011. During his tenure, he led the multimillion-dollar fundraising effort to build the Marine Corps' National Museum. With its mission to establish an educational platform for the public on the historical aspects of the Marine Corps, the museum serves as a visualization of the Marine Corps Enlightenment and its impact on today's Marines.

Questions

1. What is the unified message that links the Marines in this exercise?
2. In what ways are the backgrounds of these Marines similar?
3. In what ways are the background of these Marines different?
4. How does the cause/effect principle apply to the Marine Corps' leadership chain based on these stories?
5. Which of these Marines most exemplified the central theme of this exercise? Why?
6. Which of these Marine officers had the most significant impact on the enlisted ranks? Why?

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