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MAGAZINE OF THE MARINES

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Jungle Survival, Asian Style

Who's the Skipper?
"Johnny the Hard"

Retracing "Golf" Co's
Battle in Hue

MATSG-21: It's About
Supporting Aviation

Leatherneck Editor, Col Walt Ford, USMC (Ret),
provides insight into this digital edition



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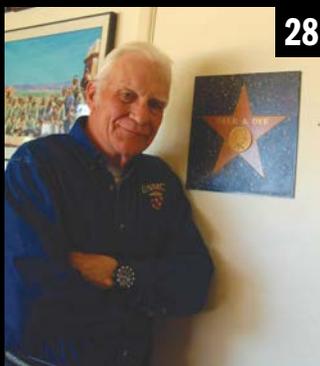
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COVER: Cpl Wilkins Vidal crosses an obstacle during jungle warfare training at the Marine Corps Jungle Warfare Training Center in Okinawa, Japan, March 21. Read more on the Pacific Marines' focus on jungle warfare in "In Every Clime and Place," beginning on page 8. Photo by LCpl Donald T. Peterson. Copies of the cover may be obtained by sending \$2 (for mailing costs) to *Leatherneck Magazine*, P.O. Box 1775, Quantico, VA 22134-0775.

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Corps' Information Operations Center Fosters "A Different Way of Thinking"

By Clare A. Guerrero

Not a round was expended at the Military Information Support Operations Field Exercise (MISO FEX-1), 2013, which took place at Camp Upshur, Marine Corps Base Quantico, Va., Feb. 4-8. That's because the MISO (formerly known as PSYOP) Marines weren't on the range; they were practicing their cross-cultural communication skills.

The exercise, which focused on the MISO element of the U.S. Marine Corps' Information Operations (IO) warfighting doctrine, was sponsored by the Marine Corps Information Operations Center (MCIOC, pronounced "MC-KAI-OC"), which is headquartered at MCB Quantico's Walt Hall, named in honor of deceased iconic warfighter General Lewis W. Walt.

According to Mr. David C. Grohoski, MCIOC chief of staff, information operations are "a different way of thinking" that fundamentally influences military operations. In an age where information is an armament, information operations aim to utilize information in various forms in order to influence the behavior of a foreign target audience and to aid Marine air-ground task force commanders in decision-making.

Using expeditionary "MISO" teams of two to five Marines, MISO is a boots-on-the-ground component of information operations that involves directly interfacing with key individuals within a foreign populous. The task requires MISO Marines to be diplomatic and empathetic.

"Instead of kicking down doors, now we knock on doors and kiss babies. So it's a completely different mindset [compared to that of the infantry]," said Sergeant Kyle Kenyon, who served in the infantry for four years with 2d Battalion, Sixth Marine Regiment and as an instructor at The Basic School, MCB Quantico, before transferring to the MCIOC when it opened in 2009. While gaining the support of the local populace may sometimes be an objective, MISO Marines do not limit their activities to strictly friendly engagements and may sometimes intend to create or exploit kinetic effects.

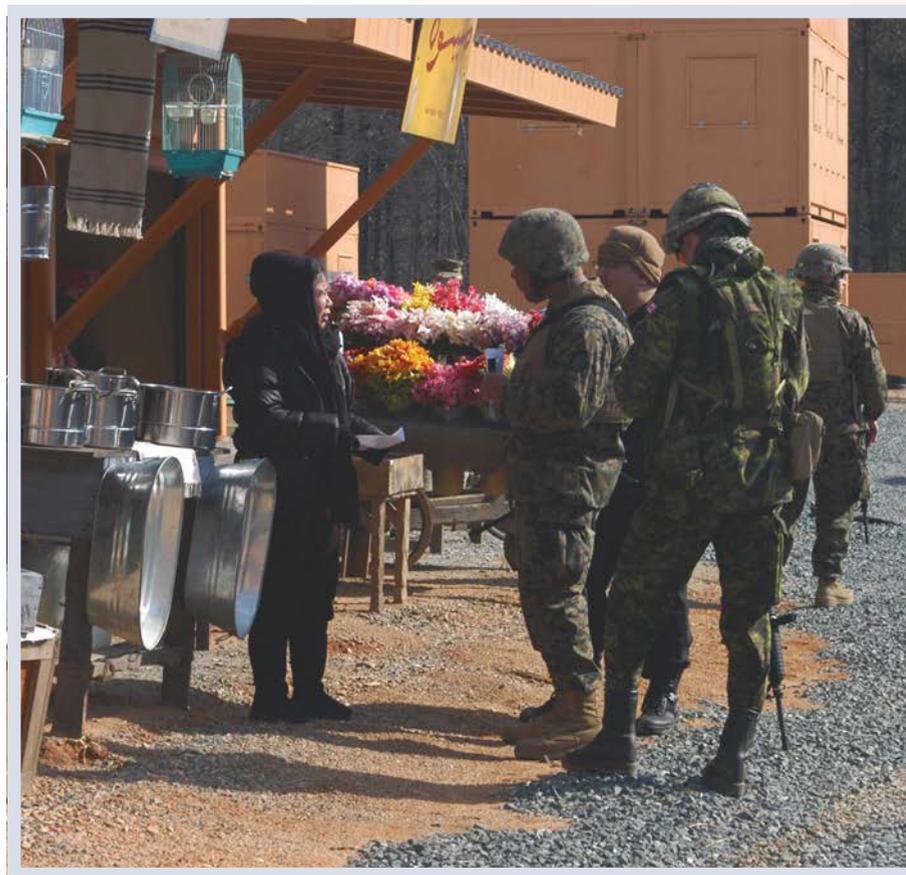
MISO is one of information operations' information-related capabilities. Others may include but aren't limited to operational security, military deception, electronic warfare and computer network operations.

"IO is not a mission. We don't go do IO," said Colonel Christopher L. Naler, the MCIOC commanding officer.

"IO is a function that should be organic to the [Marine air-ground task force, or MAGTF,] staff in the form of information operations planners. From a myth-busters [standpoint], a lot of folks think IO is the non-kinetic fire to the Marine Corps. That's not the case; our [IO planning] teams deployed to Afghanistan currently

teams were committed in Afghanistan and Iraq, and there were no teams to deploy with Marine expeditionary units (MEUs). "Really what led to the creation of MCIOC was the need for the Marine Corps to have organic psychological operations forces," Naler said. Since its establishment, the MCIOC also has developed an organic IO planning and reach-back support capability.

The Marine Corps Information Opera-



CLARE A. GUERRERO

An information support operations team of three Marines and a Canadian soldier engage a role play acting as a local village woman in a marketplace in order to gauge the temperature of any local conflicts or perceptions during MISO FEX-1, 2013, an Indonesian scenario-driven exercise at Camp Upshur, aboard MCB Quantico, Feb 6.

are executing operations that are bringing together all aspects of information-related capabilities."

Col Naler also said that prior to 2011, MISO teams were called PSYOP—psychological operations—or Tactical PSYOP Teams (TPTs) and were provided to the Marine Corps by the U.S. Army. But during the 2003 United States Special Operations Command/Marine Corps Warfighter discussions, the Army revealed that its

Information Operations Center was established under a 2008 order by the 34th Commandant of the Marine Corps, General James T. Conway. Its special mission: to organize, train and equip information operations planners and Military Information Support Operations teams to provide operational support to the MAGTFs and Marine components for the Corps' growing needs. The MCIOC also provides IO subject-matter expertise in support of Marine IO advocates and

In the field exercise, a MISO team meets with a role player who is acting as the town mayor in a simulated Indonesian urban setting.



CLARE A. GUERRERO

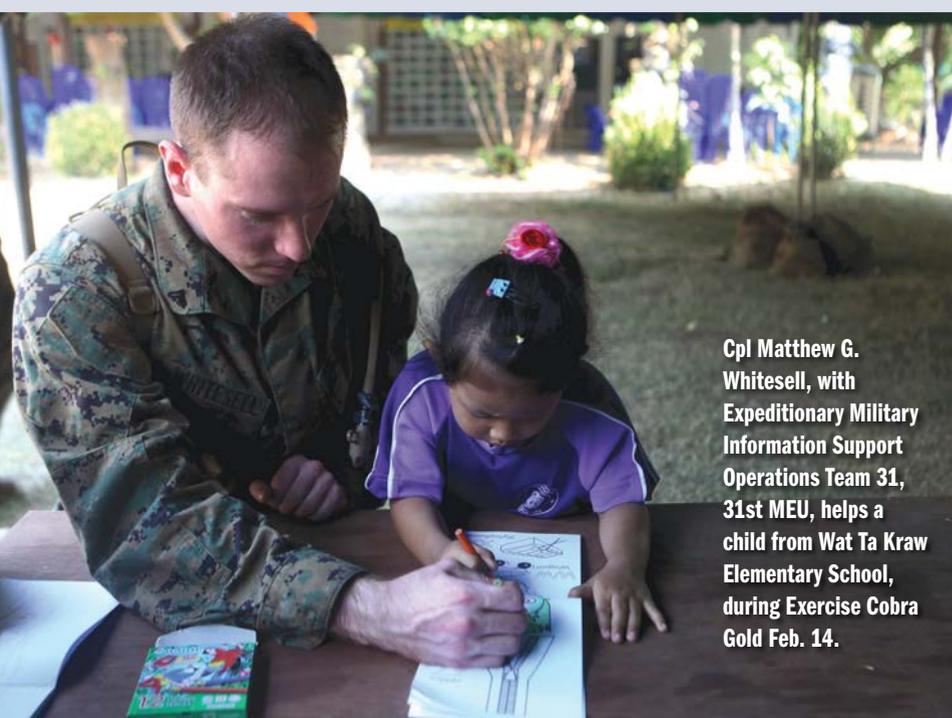
“Really what led to the creation of MCIOC was the need for the Marine Corps to have organic psychological operations forces.”

—Col Christopher L. Naler

combatant commands. Also, the teams could be sent outside of the MEU rotation, if necessary, and in the past supported activities in Afghanistan.

In the Marine Corps, information operations skills are found in the 05 military occupational field, which is the Marine Air-Ground Task Force Plans occupational field. Information operations is not a primary military occupational specialty (MOS), so leathernecks may return to their primary MOS or seek a B-billet. A B-billet is another non-primary MOS need of the Marine Corps, such as drill instructor duty, so MISO Marines may continue their career progression and have the added benefit of deployment experience and additional training, such as an initial 18-week MISO course at the John F. Kennedy Special Warfare Center and School at Ft. Bragg, N.C.

In 2011, the MCIOC introduced the first



Cpl Matthew G. Whitesell, with Expeditionary Military Information Support Operations Team 31, 31st MEU, helps a child from Wat Ta Kraw Elementary School, during Exercise Cobra Gold Feb. 14.

SGT JONATHAN WRIGHT

proponents in order to enable the effective integration of IO into Marine Corps operations.

“[A goal of the MCIOC] is to have a MISO team on every MEU,” said Major Robert McGrath, the MISO company commander in the MCIOC, who explained

that IO planners and planning teams and expeditionary MISO teams currently support MAGTF commanders after a “request for forces.” McGrath also said that MISO teams can work with any element of the MAGTF and participate in regional exercises sponsored by different



CLARE A. GUERRERO

Before and after each lane engagement during the Camp Upshur exercise, MISO teams conducted briefs and debriefs with U.S. Army and Canadian Forces PSYOP evaluators.

and interservice participants,” said Maj McGrath. “We are looking at the Republic of Korea Marines and ... the U.K., as well as more Singapore and more Canadian involvement. Right now there are five Canadians [at this exercise]. We hope to have between 10 and 15, next time.”

During the first day of MISO FEX-1, 2013, participants received a “Road to Crisis Brief,” which presented a fictional scenario that described tension between certain groups native to Indonesia, with the added complexity of American interests and the presence of nongovernmental organizations (NGOs). The exercise story line used real-world information, such as geographical or cultural facts, and the history behind real tensions that exist in Indonesia, whether demographical, religious or political.

Some of the exercise objectives included familiarizing the Marines with local language and dialect, cultural norms and narratives of Indonesia. Role players were integrated to emphasize face-to-face engagement and to give Marines practice communicating through an interpreter. Other objectives included development of technical skills using MISO equipment, such as loudspeakers, a Radio-in-a-Box and satellite communications.

To drill the operational steps, exercise participants followed the “7-phase MISO process.” The process includes planning, target audience analysis, series development (which involves utilizing various forms of media), product development and design (such as a pamphlet that would communicate a desired message to the target audience), approval (by delegated authorities), production, distribution (to troops) and dissemination (to target audiences), and evaluation.

At the Urban Training Center at Camp

scenario-based field exercises, which were developed to maintain deployment readiness.

MISO FEX-1, 2013, an Indonesia-based scenario, was a five-day joint field exercise and part of a two-week combined unit exercise, which also included an information operations planning exercise. This was the first of three scenario-based exercises the MCIOC will conduct in 2013. (Other scenario exercises that will be conducted in 2013 include MISO FEX-2, an Afghanistan-based scenario, which was scheduled for May 20-24; and MISO FEX-3, a Nigeria-based scenario, scheduled for Sept. 23-27.)

The joint-combined exercise attracted U.S. Army participants and evaluators,

The exercise story line used real-world information, such as geographical or cultural facts, and the history behind real tensions that exist in Indonesia.

Canadian Forces PSYOP participants and evaluators, an Army audiovisual team, Marine Combat Camera, Marine Civil Affairs, the Marine Corps’ Center for Advanced Operational Culture Learning and an observer from the Singapore Army.

“In the future, we intend to expand this exercise to have more international

During the field exercise, role players act out a scenario that MISO Marines might face, such as human rights violations or torture.



CLARE A. GUERRERO



CLARE A. GUERRERO

Lew Walt: The “Grunt” Who Wore Stars

In a small, but highly impressive, April 19 ceremony, the Marine Corps Information Operations Center aboard Marine Corps Base Quantico, Va., was named Walt Hall. It could not have been named more appropriately.

When he retired, General Lewis W. Walt was a four-star general, but known first and foremost as a leatherneck grunt: fearless, tenacious and frank—hardly silent, but known for listening quietly. He was packed into a bulldog frame; barrel-chested, pugnacious and smart, with penetrating blue eyes and a lantern jaw that exuded confidence to those who followed him.

In recent years, the Corps almost seemed to have forgotten him. How could it forget a Marine like Lew Walt? Thus, when the Marine Corps Operations Center opened at Marine Corps Base Quantico, the Marines checked a very important historical block by naming the building, “Walt Hall,” after a giant of the Corps.

Gen Walt’s keen understanding of psychological operations and aggressive application of its tenets is part of what made him a giant of the Corps and the perfect patron for the Marine Corps Information Operations Center. He was a man who innovatively utilized his resources in order to create “influences” to achieve a desired effect on the battlefield and thus developed a contemporary model for information operations.

Some of his groundbreaking initiatives are still effective today—the most notable of these was the pioneering of the Combined Action Program in Vietnam, which served as a model for Military Transition Teams employed in Iraq and Afghanistan.

Lewis William Walt was a young journeyman second lieutenant who stood with old China-hand Marines behind water-cooled machine guns and 1903 rifles with fixed bayonets facing hostile Japanese forces in 1938 at the International Settlement of Shanghai.

As a captain he volunteered and commanded Company A, in the elite 1st [Edson’s] Raider Battalion as they landed on a deceptively small island named Tulagi in the South Pacific on Aug. 7, 1942, where he earned the Silver Star.

By October, he was a major and commanding 2d Bn, Fifth Marine Regiment on Guadalcanal, where he was wounded, yet his leadership and gallantry saw him promoted to lieutenant colonel.

He was back leading his battalion in the assault at Cape Gloucester, New Britain, in December 1943 and was a newly assigned regimental executive officer when ordered to take command of 3d Bn, 5th Marines, which faced serious resistance at Aogiri Ridge. Against five night attacks LtCol Walt and his men mowed down the Japanese, and when dawn broke, he directed the battalion in the capture of the entire ridge, which the 1stMarDiv commander, Major General Lemuel C. Shepherd Jr., renamed “Walt Ridge,” and then wrote him up for the Navy Cross.

Later in the war, LtCol Walt landed on Peleliu as regimental executive officer of 5th Marines but again was assigned as the commander of 3/5 when the battalion’s commander and executive officer were both killed in action. He earned his second Navy

Cross in that horrific battle.

He was a colonel in 1952 when he finally got to command the Fifth Marine Regiment in Korea. He earned the Legion of Merit and Bronze Star, both with combat “V.”

In the late 1950s, the Corps started using Walt’s knowledge and experience as a warfighter, and he was assigned Director, Advanced Base Problem Section, Marine Corps Educational Center, Quantico, Va., as the commander of Officers’ Basic School and served as a member of the Advanced Research Group, MCEC. In 1960, he was the Corps’ representative on the Joint Chiefs of Staff’s Joint Advanced Study Group. Promoted to



The MCIOC commanding officer, Col Christopher L. Naler, and SgtMaj Dwight D. Jones, stand next to a monument (above) honoring Gen Lewis W. Walt (inset). The MCIOC was named Walt Hall, in recognition of Gen Walt’s keen understanding of the value of psychological operations, during a ceremony on April 19.

brigadier general, he was director of the Marine Corps Landing Force Development Center, also at Quantico.

In June of 1965, now a major general, Lew Walt became the commanding general of III Marine Amphibious Force and 3dMarDiv in Vietnam. He also was Chief of Naval Forces, Vietnam, and Senior Advisor, I Corps and I Corps Coordinator, Republic of Vietnam, which included 73,000 Marines.

He was promoted to lieutenant general and continued as CG, III MAF and Senior Advisor, I Corps and I Corps Coordinator. *Leatherneck* magazine featured him on the cover of the April 1967 issue and dubbed him the “Three-Star Grunt.” He was featured in *Life* magazine, where a May 1967 cover story extolled the success of the combined action companies in Vietnam, a program he had initiated in August 1965.

In 1968, he was appointed the 12th Assistant Commandant of the Marine Corps under Gen Leonard F. Chapman, 24th CMC. In 1969, he became the first ACMC to wear four stars.

Gen Walt retired from the Corps in 1971 and passed away on March 26, 1989, at age 76. He is buried at Quantico National Cemetery, but lives on in Walt Hall and Marine history.

—R. R. Keene



CLARA GUERRERO

Participants in MISO FEX-1 receive a dose of Indonesian culture on the last day of the exercise, Feb. 8, during a meal that featured Indonesian food and traditional song. The event allowed the exercise participants to communicate with the role players and become more familiar with the culture in a relaxed setting.

Upshur, MISO teams participated in the scenario by using “lanes,” which represented the physical location of key tension points or opportunities to gain relevant information for influencing the target audience. “These different lanes piece together the whole story of how [Marines] would support [MAGTF] operations in real life,” said Captain Calvin Parsons, with MISO Company.

The lanes offered the opportunity for the exercise participants to communicate friendly force messages to key leaders, or communicators, such as the mayor of a town or an opposition leader. The Marines were challenged to build rapport with the different groups while remaining outwardly unbiased. They also were tested to uncover key vulnerabilities and conditions and to negotiate relationships to achieve cooperation between parties.

Marines also practiced relating to members of the community, such as a shop owner or a local disc jockey, in order to gather feedback on local climate and perceptions and to help the Marines analyze and influence relevant target audiences in support of the mission and the commander’s objectives.

Changing foreign target audiences’ behaviors, which may sometimes focus on winning hearts and minds, doesn’t always come naturally. With assistance from U.S. Army and Canadian evaluators, who provided graduate-level MISO in-

struction, exercise attendees were pushed to become more situationally aware as well as self-aware.

“We build [a reputation] with the people through emotions and sympathies and empathy,” said Sgt Kenyon. “We try to relate and tell stories, and that gains us a lot of respect with the populace—it hu-

“We try to relate and
tell stories, and that gains
us a lot of respect with the
populace—it humanizes yourself
to your target audience.”

—Sgt Kyle Kenyon

manizes yourself to your target audience. Basically, it comes down to you relating to them on a personal level.”

Col Naler said that if the population is truly the prize, demonstrating support is imperative.

“You have a Taliban leader who is saying the following things ... [and] have an insurgent leader who is trying to impede the credibility of the coalition forces. And that’s where we’ve got to get in between [the adversarial forces and the populous]. ... It might be as simple as ‘Hey, we need this convoy to go down

this road at this particular time’ because we’re trying to demonstrate ... to that local leader of that town or that village that ISAF [International Security Assistance Forces] and coalition forces are keeping their word,” said Naler.

So, why would anyone want to become a MISO Marine? Sgt Wesly Weber, who served as an infantryman for six years with 1/8 and 3/5, said that as a MISO Marine, he had the opportunity to work on a level he might not as a “grunt,” referencing how a MISO Marine may work with a battalion operations officer or even the battalion commander directly.

“If you want an opportunity to deploy ... if you’re an NCO [noncommissioned officer] and want that opportunity to lead, not only small teams, but to answer the MEU commander; [if you’re] a young sergeant who wants to do something different, we’re going to send you down to a special operations school. ... We’re going to bring [you] in and teach [you] about a different way to think, a different way to look at the world,” said Col Naler.

With an average 37 percent of the command currently deployed in support of Marine task forces, and the MCIOC still two years away from full mission capability, the Center continues to grow its force as it reaches an era of warfighting that, while becoming increasingly informational, is yet critically personal.

