



United States Marine Corps

General Charles C. Krulak

Commandant of the Marine Corps

July 1, 1995 to June 30, 1999



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General **Charles C. Krulak** served as the 31st Commandant of the Marine Corps from July 1, 1995 to June 30, 1999. He is the son of Lt. Gen. Victor H. "Brute" Krulak, USMC, who served in World War II, Korea, and Vietnam.

Charles Krulak was born on March 4, 1942, in Quantico, Virginia. After graduating from The Phillips Exeter Academy in Exeter, New Hampshire, Krulak attended the U.S. Naval Academy. He graduated from there in 1964 with a bachelor's degree. Krulak also holds a master's degree in labor relations from George Washington University (1973). He is a graduate of the Amphibious Warfare School (1968); the Army Command and General Staff College (1976); and the National War College (1982).

Career assignments

After his commissioning and graduation from The Basic School at Quantico, Krulak held a variety of command and staff positions. His command positions included: Commanding Officer of a platoon and two rifle companies during two tours of duty in Vietnam; Commanding Officer, Special Training Branch and Recruit Series, MCRD, San Diego, California. (1966-1968), Commanding Officer, Counter-Guerilla Warfare School, NTA, Okinawa (1970), Company Officer, U.S. Naval Academy (1970-1973), Commanding Officer, Marine Barracks, Naval Air Station, North Island, California (1973-1976), and Commanding Officer, 3d Battalion, 3d Marines (1983-1985).

Krulak's staff assignments included: Operations Officer, 2d Battalion, 9th Marines (1977-1978); Chief of the Combat Arms Monitor Section, Headquarters Marine Corps, Washington, DC (1978-1979); Executive Assistant to the Director of Personnel Management, Headquarters Marine Corps (1979-1981); Plans Office, Fleet Marine Forces Pacific, Camp H.M. Smith, Hawaii (1982-1983); Executive Officer, 3d Marines, 1st Marine Expeditionary Brigade; Assistant Chief of Staff, Maritime Pre-positioning Ships, 1st MEB; Assistant Chief of Staff for Operations, 1st MEB; and the Military Assistant to the Assistant Secretary of Defense for Command, Control, Communications and Intelligence, Office of the Secretary of Defense.

He was assigned duty as the Deputy Director of the White House Military Office in September 1987. While serving in this capacity, he was selected for promotion to brigadier general in November 1988. He was advanced to that grade on June 5, 1989, and assigned duties as the Commanding General, 10th MEB/Assistant Division Commander, 2d Marine Division, FMF Atlantic, Camp Lejeune, North Carolina, on July 10, 1989. On June 1, 1990, he assumed duties as the Commanding General, 2d Force Service Support Group/Commanding General, 6th MEB, FMF Atlantic and commanded the 2d FSSG during the Gulf War. He served in this capacity until July 12, 1991, and was assigned duty as Assistant Deputy Chief of Staff for Manpower and Reserve Affairs (Personnel Management/Personnel Procurement), Headquarters Marine Corps on August 5, 1991.

He was advanced to major general on March 20, 1992. General Krulak was assigned as Commanding General, Marine Corps Combat Development Command, Quantico, on August 24, 1992, and was promoted to lieutenant general on September 1, 1992. On July 22, 1994, he was assigned as Commander of Marine Forces Pacific/Commanding General, FMF Pacific, and in March 1995 he was nominated to serve as the Commandant of the Marine Corps. On June 29, he was promoted to General and assumed duties as the 31st Commandant on June 30, 1995. He was relieved on June 30, 1999, by General James L. Jones.

Later in his career he worked for credit card company MBNA.

Decorations and medals

General Krulak's decorations and medals included: the Defense Distinguished Service Medal; Distinguished Service Medal; Silver Star; Bronze Star Medal with Valor device and two gold stars; Purple Heart with gold star; Meritorious Service Medal; Navy Commendation Medal; Combat Action Ribbon; Presidential Unit Citation with bronze star; National Defense Service Medal with one bronze star; Vietnam Service Medal with silver star and two bronze stars; Southwest Asia Service Medal with two bronze stars; Sea Service Deployment Ribbon; Republic of Vietnam Cross of Gallantry; Republic of Vietnam Gallantry Cross Unit Citation (with Palm); Republic of Vietnam Civil Actions Unit Citation; the Republic of Vietnam Campaign Medal; and the Kuwait Liberation Medal.

Family

General Krulak is married to the former Zandi Meyers from Annapolis. They have two sons, David and Todd.



**Birthday Message From
The Commandant Of The Marine Corps**


10 November 1998

Two hundred and twenty-three years ago, the second Continental Congress created a Corps of Marines to defend the American colonies and to fight for the rich blessings of liberty and democracy. Since that day, Marines have protected the cherished ideals of our Founding Fathers and defended our Nation's interests around the globe. In their blood, they have authored our Corps' glorious history and punctuated it with legendary tales of honor, courage, and commitment -- with our Touchstones of Valor.

Today, as we reflect upon these Touchstones, we stand in awe of the invincible will and selflessness of the men and women who defined the very character of our Corps. We are steeled by the courageous Marines who attacked across wheat fields and into the cauldron of Belleau Wood. We are emboldened by the brave Marines of Iwo Jima -- where "Uncommon Valor Was A Common Virtue." We are strengthened by the fierce determination of the Marines who fought through seven enemy divisions and the misery of frostbite, placing the Chosin Reservoir among the most honored American battles. We are inspired by the tenacious Marines who endured weeks of savage street fighting to reclaim Hue City. We are humbled by the Marines who have served anonymously throughout our history...their fortitude and sacrifice known only to their closest comrades and their God. These valiant Marines have defined the Corps' enduring ethos, and, on this hallowed day, we renew our commitment to the standard they so dearly loved.

Through the long march of history, few military organizations have been held to such high esteem as the United States Marine Corps. Marines epitomize America's greatest demands for her warriors and loftiest aspirations for her citizens. As we reflect upon our past and fortify ourselves for the future, we also commemorate the character of today's Marines...the men and women who keep faith with our Corps' timeless spirit through their dedicated service. This is ultimately your day Marines -- celebrate with pride!

Happy Birthday, Marines. God bless you, and

Semper Paratus

C. KRULAK
General, U.S. Marine Corps

Ethics/Values/Leadership

General Charles C. Krulak

We study and we discuss ethical principles because it serves to strengthen and validate our own inner value system ... It gives direction to what I call our moral compass. It is the understanding of ethics that becomes the foundation upon which we can deliberately commit to inviolate principles. It becomes the basis of what we are ... Of what we include in our character.

Based on it, we commit to doing what is right. We expect such commitment from our leaders. But most importantly, we must demand it of ourselves.

Sound morals and ethical behavior cannot be established or created in a day ... a semester ... or a year. They must be institutionalized within our character over time ... they must become a way of life. They go beyond our individual services and beyond our ranks or positions; they cut to the heart and to the soul of who we are and what we are and what we must be ... men and women of character. They arm us for the challenges to come and they impart to us a sense of wholeness. They unite us in the calling we now know as the profession of arms.

Of all the moral and ethical guideposts that we have been brought up to recognize, the one that, for me, stands above the rest ... the one that I have kept in the forefront of my mind ... is integrity. It is my ethical and personal touchstone.

Integrity as we know it today, stands for soundness of moral principle and character - uprightness - honesty. Yet there is more. Integrity is also an ideal ... A goal to strive for ... And for a man or woman to "walk in their integrity" is to require constant discipline and usage. The word integrity itself is a martial word that comes to us from an ancient Roman Army tradition.

During the time of the 12 Caesars, the roman army would conduct morning inspections. As the inspecting centurion would come in front of each legionnaire, the soldier would strike with his right fist the armor breastplate that covered his heart. The armor had to be strongest there in order to protect the heart from the sword thrusts and from arrow strikes. As the soldier struck his armor, he would shout "Integritas", (In-teg-ri-tas) which in Latin means material wholeness, completeness, and entirety. The inspecting centurion would listen closely for this affirmation and also for the ring that well kept armor would give off. Satisfied that the armor was sound and that the soldier beneath it was protected, he would then move on to the next man.

At about the same time, the Praetorians or imperial bodyguard were ascending into power and influence. Drawn from the best "politically correct" soldiers of the legions, they received the finest equipment and armor. They no longer had to shout "Integritas" (In-teg-ri-tas) to signify that their armor was sound. Instead, as they struck their breastplate, they would shout "hail Caesar", to signify that their heart belonged to the imperial personage - not to their unit - not to an institution - not to a code of ideals. They armored themselves to serve the cause of a single man.

A century passed and the rift between the legion and the imperial bodyguard and its excesses grew larger. To signify the difference between the two organizations, the

legionnaire, upon striking his armor would no longer shout “Integritas”, (In-teg-ri-tas) but instead would shout “integer” (in-te-ger).

Integer (in-te-ger) means undiminished - complete - perfect. It not only indicated that the armor was sound, it also indicated that the soldier wearing the armor was sound of character. He was complete in his integrity ... his heart was in the right place ... his standards and morals were high.

He was not associated with the immoral conduct that was rapidly becoming the signature of the praetorian guards.

The armor of integrity continued to serve the legion well. For over four centuries they held the line against the marauding Goths and Vandals but by 383 AD, the social decline that infected the republic and the praetorian guard had its effects upon the legion.

As a 4th Century Roman general wrote, “When, because of negligence and laziness, parade ground drills were abandoned, the customary armor began to feel heavy since the soldiers rarely, if ever, wore it. Therefore, they first asked the emperor to set aside the breastplates and mail and then the helmets. So our soldiers fought the Goths without any protection for the heart and head and were often beaten by archers. Although there were many disasters, which led to the loss of great cities, no one tried to restore the armor to the infantry. They took their armor off, and when the armor came off - so too came their integrity.” it was only a matter of a few years until the legion rotted from within and was unable to hold the frontiers ... The barbarians were at the gates.

Integrity ... It is a combination of the words, “Integritas” (In-teg-ri-tas) and “integer” (in-te-ger). It refers to the putting on of armor, of building a completeness ... a wholeness ... a wholeness in character. How appropriate that the word integrity is a derivative of two words describing the character of a member of the profession of arms.

The military has a tradition of producing great leaders that possess the highest ethical standards and integrity. It produces men and women of character ... Character that allows them to deal ethically with the challenges of today and to make conscious decisions about how they will approach tomorrow. However, as I mentioned earlier, this is not done instantly. It requires that integrity becomes a way of life ... It must be woven into the very fabric of our soul. Just as was true in the days of imperial Rome, you either walk in your integrity daily, or you take off the armor of the “Integer” (In-te-ger) and leave your heart and soul exposed ... open to attack.

My challenge to you is simple but often very difficult ... Wear your armor of integrity ... Take full measure of its weight ... find comfort in its protection ... do not become lax. And always, always, remember that no one can take your integrity from you ... you and only you can give it away!

The Biblical book of practical ethics - better known as the book of Proverbs - sums it up very nicely:

“The integrity of the upright shall guide them: but the perverseness of transgressors shall destroy them”. (Proverbs 11:3)

A Farewell to the Corps

General Charles C. Krulak

From my earliest days, I was always awed by the character of the Marine Corps, by the passion and love that inspired the sacrifices of Marines like my father and his friends. As a young boy, I admired the warriors and thinkers who joined our family for a meal or a visit ... Marines like "Howlin' Mad" Smith, Lemuel C. Shepherd, Gerald C. Thomas, and Keith B. McCutcheon. I wondered about the source of their pride, their selflessness, and their sense of purpose. Now, at the twilight of my career, I understand those Marines. I know that they were driven by love for the institution to which they had dedicated their lives and by the awesome responsibility they felt to the Marines who shared their devotion and sacrifice. Today, that same motivation burns deep within the heart of each of us. The ethos of our Corps, purchased so dearly by these heroes of old, reaches into our souls and challenges us to strive tirelessly for excellence in all that we do. It profoundly influences the actions of every Marine that has ever stood on the yellow footprints at our Recruit Depots or taken the oath as an Officer of Marines.

The ethos of our Corps is that of the warrior. It is defined by two simple qualities ... our two Touchstones. The first is our Touchstone of Valor. When we are summoned to battle, we don our helmets and flak jackets; we march to the sound of the guns; we fight and we win - Guaranteed. The second is our Touchstone of Values. We hold ourselves and our institution to the highest standards ... to our core values of Honor, Courage, and Commitment. These two Touchstones are inextricably and forever linked. They form the bedrock of our success and, indeed, of our very existence.

Our Touchstone of Valor is the honor roll of our Corps' history. Bladensburg, Bull Run, Cuzco Well, Belleau Wood, Guadalcanal, Tarawa, Iwo Jima, Inchon, the Chosin Reservoir, Hue City, Kuwait ... the blood and sacrifice of Marines in these battles, and countless others, have been commemorated in gilded script and etched forever on the black granite base of the Marine Corps War Memorial. The names of these places now serve as constant reminders of our sacred responsibility to our Nation and to those whose sacrifices have earned the Marine Corps a place among the most honored of military organizations. The memory of the Marines who fought in these battles lives in us and in the core values of our precious Corps.

To Marines, Honor, Courage, and Commitment are not simply words or a bumper sticker slogan. They reflect our deepest convictions and dramatically shape everything that we do. They are central to our efforts to "Make Marines," men and women of character who can be entrusted to safeguard our Nation and its ideals in the most demanding of environments. We imbue Marines with our core values from their first moments in our Corps because we know that Marines, not weapons, win battles. We also know that success on the battlefield and the support of the citizens whose interests we represent depend on our ability to make moral and ethical decisions under the extreme stress of combat ... or in the conduct of our daily lives.

As an institution, we have had to fight hard to maintain our standards. To some, they may seem old-fashioned, out-of-step with society, or perhaps even "extremist," but we know that our high standards are the lifeblood of the Corps, so we have held the line! In this

regard, what individual Marines are doing everyday counts far more than anything that is done in Washington. The standards of our Corps are not simply maintained by generals, colonels, and sergeants major, but, far more importantly, by leaders throughout the Corps, at every level. The Marine conviction that *Semper Fidelis* is a way of life, not just a motto, speaks powerfully to the citizens that we serve. It also unites us with our fellow Marines, past and present - inspiring us to push harder, to reach further, and to reject the very notion of failure or compromise.

Sustained and strengthened by the ethos of our Corps, you have accomplished a great deal during the past four years. I have been humbled to be part of your achievements and witness to your selfless devotion. Time and again, Marines distinguished themselves in contingencies around the world, across the spectrum of conflict. Marines from across the Total Force were the first to fight, the first to help, and the first to show America's flag -- consistently demonstrating our resolve and readiness to win when called to action. With the involvement of the Fleet Marine Force and input from the entire Corps, the Warfighting Laboratory has looked hard at the 21st Century strategic environment. Marines "stole a march" on change by testing new concepts and emerging technologies, exploring new tools for developing leaders and decision makers, and experimenting in the "Three Block War." Our recruiters, drill instructors, and small-unit leaders have implemented the Transformation Process and are recruiting, training, and developing the "Strategic Corporals" for tomorrow's conflicts. Led by Marines at the Combat Development Command, we have deepened our understanding of Operational Maneuver From The Sea (OMFTS), its enabling concepts and technologies, as well as its many challenges. The men and women serving in the many thankless billets at Headquarters Marine Corps and in the joint arena have developed and articulated our requirements for the future and have secured the resources to translate OMFTS into a reality. Our supporting establishment, at every post and station, has epitomized selflessness and dedication while providing for our readiness requirements. All these things are important - and they are the accomplishments of every Marine. None of them, however, are as significant as maintaining our hands on the twin Touchstones of our Corps.

The words of my father ring as true today as when he first wrote them over fifty years ago. "We exist today -- we flourish today -- not because of what we know we are, or what we know we can do, but because of what the grassroots of our country believes we are and believes we can do ... The American people believe that Marines are downright good for the country; that the Marines are masters of a form of unfailing alchemy which converts unoriented youths into proud, self-reliant stable citizens - citizens into whose hands the nation's affairs may safely be entrusted ... And, likewise, should the people ever lose that conviction - as a result of our failure to meet their high - almost spiritual - standards, the Marine Corps will quickly disappear."

May God bless each and every one of you and may God bless our Corps!

Semper Fi!