



Title	My One Year with the U.S. Marines : Reflections on Bridging the Gap between Academics and the Military
Author(s)	Eldridge, D. Robert
Citation	国際公共政策研究. 2006, 10(2), p. 163-180
Version Type	VoR
URL	https://hdl.handle.net/11094/9090
rights	
Note	

The University of Osaka Institutional Knowledge Archive : OUKA

<https://ir.library.osaka-u.ac.jp/>

The University of Osaka

My One Year with the U.S. Marines: Reflections on Bridging the Gap between Academics and the Military

Robert D. ELDRIDGE*

Introduction

"Embedded" is a word that became popular during the second Gulf War, the War with Iraq in the spring of 2003. It was used for journalists reporting from the units to which they were attached with, or "embedded" with a combat or other unit. Of course, every modern war has had reporters covering if not all, at least much, of the fighting. Ernie Pyle, one of the most famous wartime correspondents of all time and winner of the 1944 Pulitzer Prize, was killed on Ie Shima in Okinawa while covering the U.S. Marines taking of Okinawa in the spring of 1945.

Fortunately, the unit I was "embedded" with was not in a battle situation. It was with the headquarters of the United States Marine Corps Forces Pacific at Camp H. M. Smith in Hawaii. Nor was I there as a reporter, but as a "scholar-in-residence," lending my expertise about Japan and Okinawa, and U.S.-Japan bilateral relations. As far as I know, no such position has ever existed in the Marine Corps, or in the other services (Army, Navy, and Air Force) as well, but through the generosity and forward-vision of Lt. Gen. Wallace C. Gregson, then Commander, U.S. Marine Forces Pacific, I was invited to take a one-year sabbatical from the School of International Public Policy, Osaka University, at the headquarters to pursue my research on U.S.-Japan relations, regional security issues, theater security cooperation, the so-called "Okinawa problem," Marine Corps-Ground Self Defense Force cooperation, and a host of other political-military concerns. I was given an office, access to the individuals involved in policy-making (on both the political and military sides) and to planning materials, and the

* Associate Professor, School of International Public Policy, Osaka University

support I needed to do my research. In addition to Lt. Gen. Gregson, Deputy Commander Brigadier (now Major) General George J. Trautman, III, Chief of Staff, Col. Michael C. O'Neal, made the transition much easier, as did the officers in the Policy and International Affairs branch within the G-5 section of the headquarters, including Col. Christopher E. Blanchard, who headed the G-5 office with his deputy, Mr. Jon J. Kratz (Lt. Col., Ret.), the PIA head, Lt. Col. Jim Riley, Mr. Joe Sampson (Lt. Col., Ret.), and Lt. Col. Clyde T. Burton, the desk officer for Northeast Asian Affairs, with whom I worked the most closely, and the other staff in the G-5.

I have to admit, however, most of the people at the headquarters did not initially seem to know who I was, what I was doing there, or how to use me. But quite quickly--almost everything the Marines do is quick--they became used to and accepted my presence and began to use me on numerous projects. The interaction with others in the G-5 and across the staff grew, as I hope did my contributions.

This article attempts to provide an overview of the one-year sabbatical I had with the Marines, introducing the background to the sabbatical, and the projects I was involved in at the headquarters. Before beginning, however, I would like to first briefly provide an overview of the U.S. Marine Corps followed by a description of responsibilities, structure, and location of MARFORPAC.

Who are the Marines? "No Better Friend, No Worse Enemy"

When answering a complex question with a quick summary of the answer, the Marines use the expression, "Bottom Line, Up Front." Time is of the essence, so provide the conclusion first. This was one of the first of many expressions I learned at the headquarters, and one that I have explained subsequently (half-jokingly, half-seriously) is almost impossible for academics as we seem to be genetically incapable of doing so. Usually we do not have a conclusion; if we do it is almost always at the end. I'd often find myself in the middle of a long explanation and while my Marine colleagues were too respectful to say it, they were probably thinking, "Get to the point, Doc."

After this long explanation, I will now answer the question, "Who are the

Marines?" by using a commonly used quote used when describing them-- "No Better Friend, No Worse Enemy." In other words, the 172,000 men and women of the U.S. Marine Corps are considered by friends and enemies alike the most effective and rapidly responsive force to handle a full spectrum of problems, from humanitarian relief operations to full-scale war. They are the friend you can most rely on in times of need, such as combat when they will be right next to you if not out in front, or in times of peace as partners, providing deterrence, security, and peace for the common and global good. They are warriors to those who disturb the peace or endanger allies and friends, but they are also peacemakers and saviors to many in hopelessly desperate situations around the world.

The reasons for the Marine Corps' critical successes on the battlefield, whether in war or in humanitarian situations, and thus, in the annals of modern history, are numerous. The first reason is the unique characteristics of the Marine Corps: combined arms operations, integrated fixed wing aviation, rapid deployment, capability for sea-base operations, and expeditionary logistics. Of these, the ability to rapidly deploy and the combined nature of their operations make them especially effective. Similarly, the Marines use the challenges, ones that would set other organizations back, that the organization faces--limited funding, small size, numerous missions--to their advantage, and thus they are able to thrive under adversity and chaos. This has become a part of their ethos and traditions. Moreover, the education and training that all Marines receive from basic to advanced makes them highly capable and thus the Marine leadership feels confident to delegate responsibilities to the lowest level. As a result, initiatives can be taken at a lower level, making for a faster, more spontaneous response to changing circumstances. When militaries that are hierarchical and slow in their decision-making face the Marines, the fight is over before they know it. While the Marines probably would not admit it, they are intellectuals--hungrily drawing on the lessons of history to improve and refine their skills. The biggest reason for their success, however, is the high caliber of individuals that become Marines, hence the motto, "The Few, the Proud." Every organization has something to learn from the Marines, including (or rather, especially,) universities.¹¹

11) Along these lines, I highly recommend the book by David H. Freedman, *Corps Business: The 30 Management Principles of the U.S. Marines* (New York: Harper Business, 2000).

Some of these traditions I was fortunate enough to experience firsthand at the headquarters. Some would say that I would have really seen the Marines best if I were out in the field somewhere. This is surely true, but from my spot at the headquarters I got to know the Marines as individuals, which to me was as important because an organization is both the sum and the reflection of the individuals comprising it. The Marine Corps is made up of outstanding individuals and the country is blessed to have them defending it.

MARFORPAC-its Role and Responsibilities

The Headquarters

MARFORPAC is the senior command for nearly two-thirds of Marine Corps operational forces and 11 major installations. Peacetime combat forces and supporting installation Marines and Sailors total approximately 74,000. As one of two combatant command-level service components (the other being Marine Corps Forces Atlantic in Virginia), it commands all USMC bases and stations on the West Coast of the United States throughout the Pacific. With I Marine Expeditionary Force in southern California and III MEF in Okinawa, Japan, under its command, MARFORPAC is the largest field command in the Marine Corps. A little known fact is that in the Asia-Pacific region, the Marine Corps has more ground combat troops than the Army and more aircraft than the Air Force, with nearly 700 total fighter-attack, rotary wing, and transport aircraft.

In light of the above, the MARFORPAC Commanding General is a busy individual, wearing four hats simultaneously: Commander, Marine Forces Central Command - reporting to Commander, US Central Command in Tampa Florida; Commander, US Marine Forces Korea - responsible to Commander, US Forces Korea and Commander, Combined Marine Forces Korea - responsible to Commander, Combined Forces Command, Korea, and finally, Commander, Marine Corps Bases Pacific - responsible to the Commandant of the Marine Corps. How one person could simultaneously fulfill so many responsibilities was literally incomprehensible, but probably attests to the quality of the commander chosen and the quality of his staff.

MARFORPAC is one of 5 service component under the operational command of the Commander, US Pacific Command, with the others being the Pacific Air Force, Pacific Fleet, U.S. Army Pacific, and Special Operations Command, Pacific, all headquartered on Oahu. When MARFORPAC provides forces to the Combatant Commanders, they are sent as Task-Organized Air, Ground, and Logistics Teams known as Marine Air Ground Task Forces, or MAGTFs. The size of MAGTFs varies, but it is usually a balanced force of Air, Ground, and Combat Service Support Elements. This structure--inherently joint--is unique to the Marine Corps and results in a Combined Arms Team that gives the Commander the awesome firepower and maximum flexibility discussed above.

This flexibility is especially important for the many demands that come from the size of the region--the Area of Responsibility (AOR) of MARFORPAC occupies 52% of the world's circumference and 16 time zones. Forty-three countries with two-thirds of the world's population can be found in the AOR, along with 6 of the largest militaries in the world. Numerous cultures and frictions--historic, religious, ethnic, and territorial--all can be found here. Economically, population-wise, and in other social areas, it is a constantly growing and changing region, one that requires close observation and constant engagement.

G-5 Responsibilities

Within the headquarters is the G5, one of several "shops" that make the headquarters run and that support the Commander in his responsibilities. The G-5's primary mission is to do future planning, both with an operational and a policy context for the Asia-Pacific region. Hence, it is currently divided into two main branches, Consequence Management and the Policy and International Affairs. I was located in the latter office, P&IA. Both sections report to the G-5 head, usually a Colonel. Under Col. Blanchard, morale in the G-5 was high and it was a great place in which to work. Camaraderie was the unspoken but deeply felt atmosphere throughout the G-5, hence the name *G-5 Ohana* (Hawaiian, for "family") that our Administrative Assistant, Mrs. Nellie Arnold, gave us. It was a breath of fresh (and warm) air, something that academia--where camaraderie is not in the job description--needs to learn from.

There were few, if any, quiet days in P&IA. This branch leads MARFORPAC's planning and involvement (the most of all the respective components) with PACOM's Theater Security Cooperation Program, an institutionalized process to work with the militaries and civilian governments of allies, friends, and other countries to build transparency, trust, and capabilities. It is also responsible for coordinating visits, meetings, and certain activities of an international and intergovernmental nature, some of which I describe later.

Lt. Col. Burton was the Marine officer with whom I worked the most closely, as Japan was one of the countries in Northeast Asia for which he was responsible. He is a great person to work with, always willing to listen. We developed a natural ability to work together--he sought my insights on Japan and I often sought his insights on how to make things happen within the command as a whole. I do not know how many times I interrupted him to ask about some aspect of the Marine Corps. Personally, I was indebted to him and his family (his wife, Catkin, also a Marine officer, and children, Caty, Tony, and Edwin) on many occasions, and I miss not being able to work with him now. MARFORPAC is lucky to have someone like him, as well as the other guys in the G-5.

Camp Smith

The MARFORPAC headquarters building is located on Halawa Heights (also known in the past as Aiea Heights and Red Hill), above Pearl Harbor, near the community of Aiea. At an elevation of approximately 200 meters, it has a commanding view from Pearl Harbor all the way to Diamond Head, including of course downtown Honolulu. From the home we rented in Kailua, on the Windward side, the drive was less than 30 minutes, thanks to the H3 that cuts through the Ko'olau mountains and bypasses the more congested Honolulu area. The view coming home out over Mokapu Peninsula and Kaneohe Bay, which hosts another Marine Corps Base, was similarly breathtaking.

Camp Smith is home to both MARFORPAC and the headquarters of the Commander, U.S. Pacific Command. Once covered with sugar cane fields like much of Oahu, the site of the future Camp Smith was approved by an Act of Congress on March 17, 1941, to be the location for a new Navy hospital that was seen as

necessary in light of the worsening international situation and likelihood of war in the Asia-Pacific region. Hospital construction began in July 1941. Following the Japanese attack on Pearl Harbor on December 7, 1941, which took 2,289 lives, construction of the planned 1,650-bed facility was rushed to completion.²⁾ When Admiral Chester W. Nimitz attended the commissioning ceremony for the "Aiea Naval Hospital" on November 11, 1942, continued expansion was already necessary. The hospital opened in early 1943 and not a day too soon—the Battle of Guadalcanal was still on-going and Tarawa, Bougainville, Marshall Islands, Iwo Jima, and Okinawa were still to come.

Due to its central location in the Pacific, Aiea Naval Hospital served as an interim treatment stop for thousands of wounded Sailors and Marines on their way home from the war in the Pacific. Following the battle of Iwo Jima in February - March 1945, for example, the hospital was overflowing with 5,676 inpatients, the highest number at any given time in its history.

On June 1, 1949, the hospital was deactivated when Army and Navy medical facilities were consolidated at what later became Tripler Army Medical Center, which is still in use today. In 1955, the Marine Corps (always lacking funds and at the receiving end of used facilities and equipment) selected the site as the "Home of the Fleet Marine Force Pacific," which was then located at Pearl Harbor.³⁾ The installation was renamed on June 8, 1955, in honor of the first commanding general of the Fleet Marine Forces, Pacific and a highly regarded Marine leader during World War II, General Holland McTyeire ("Howlin' Mad") Smith. The first Marines took up residence in October 1955, and Camp H.M. Smith was in full operation two weeks before its dedication on January 31, 1956. In October 1957, Camp Smith became the headquarters for Commander-in-Chief Pacific (now PACOM) and in April 2004, the new PACOM headquarters building was opened across the street from the original (and aging) headquarters building, which continues to house MARFORPAC. My office was initially on the top deck in the Vice Commander's office, and then I moved to the second deck, where the G-5 is

2) The casualty breakdown, based on National Parks Service, Arizona Memorial figures is: U.S. Navy, 1998 personnel; U.S. Army Air Force, 217; U.S. Marine Corps, 109; and U.S. Army, 16. Forty-eight civilians also were killed.

3) Fleet Marine Force Pacific came into being in 1944.

located, when a general officer returned from Central Command. In the meantime, the Commander's offices moved to the more spacious 3rd deck, formerly used by PACOM.

Background to the Sabbatical

It was to this headquarters where I ended up taking my sabbatical. It was an unforgettable and rewarding experience, like getting a second Ph.D.

As alluded to earlier, this was the first time for a full-time academic to work in a headquarters for one year and return to the fulltime academic world. The attempt to bridge the gap was made because such a gap existed. More than on the military side, however, I felt that much of the work to bridge the gap had to be done by academics themselves, as we are less open-minded than we like to portray ourselves. At the same time, the military is much more flexible than we depict them and comprise the most forward-looking, intelligent individuals I have ever met. (If academics are looking at today, the Marines have not only looked at tomorrow but the day after that as well.) The gap was not only in perception, but in the respective work. Academics often do research for research's sake rather than trying to make it policy-relevant. Government officials and the military, on the other hand, tend to be too busy to wade through all the writings out there, assuming that they are even aware of them. In any case, all too often, the writings lack viability, and hence, relevancy, quite often because the academics are unfamiliar with the terrain on which policy-makers and military planners must walk.

My recognition of the need for such a position had been evolving for some time, but solidified the year before (in 2003). Mr. Kerry K. Gershaneck, who was the assistant branch head in the G-5 office at the time and working on strategic planning for U.S.-Japan relations, and I had been corresponding and visiting each other for a few years and I was deeply impressed by his efforts to share his insights with others in academia and the media. I did not see similar efforts on the academic side. In any case, the position I had in mind was not necessarily for myself, but was meant for other scholars to bridge the gap between academia and

the military.

On July 14, 2003, I wrote to Lt. Gen. Gregson, who was then leaving his position in Okinawa as Commander of III MEF to assume command at MARFORPAC. I proposed that a fellowship (sabbatical) be created at MARFORPAC or PACOM, in which a country, regional, or functional expert works alongside the military in regional planning, etc., for a few months. The benefits would be two-fold. The academic could gain a greater insight into what the military planners are looking at and how they plan the involvement of the U.S. and its allies in the security of the region, and the host office would be able to gain insights that the scholar would have and provide. Rotating these experts through on a regular basis, such as a few months or so at a time, for example, or longer as necessary, would make it possible to bring in a lot of people and outside insights. If the gap were not fully bridged, at least it would be narrowed and perhaps made crossable.

I noted that there were several associated problems--security, costs, extra-work for the already overtaxed staff, etc.--but I also pointed out it could be a great partnership, and for the civilians, it would provide greater understanding as to what the U.S. role is or should be in the region now and in the future. I also suggested that to offset costs, co-hosting the academic at the Asia-Pacific Center for Security Studies could be pursued. Of the two, I noted that PACOM was probably the more appropriate place with its larger responsibilities, but as most of the work is delegated to the actual components, MARFORPAC would be good too, I thought.

The response was immediate and positive-- "I think your idea of a 'fellowship' or a 'chair' in the G5 or PACOM J5 is a very good one. We'll see what we can do to work in that direction. Another variant of that might be that we work together with the APCSS, the Center of Excellence, and the East West Center to expand the scope of such an idea. I have a suspicion that there is much that can come from a closer interagency collaboration in Hawaii and across the Pacific, especially as the JSDF expands their interest in things beyond Japan." (The latter two issues would be especially relevant, particularly in light of the tsunami, in how Gregson sought the possibilities for cooperation with other outside

organizations.)

In the meantime, the following year, after a research trip to Hawaii in late February/early March 2004, I visited MARFORPAC and realized it was indeed an exciting place to be at, that the staff was open-minded, and that with Gregson at its helm, perhaps the fellowship should be created there. And perhaps, I thought, maybe I should apply for it. The decision for me was finalized when I got word that a fellowship at the Wilson Center in Washington, D.C., I had applied for 6 months earlier did not (fortunately, in retrospect) work out.

Eventually, the staff at MARFORPAC studied the sabbatical proposal and created the eventual Scholar-in-Residence position, to which I applied. I received a positive response on June 18, and began to prepare for my departure. The OSIPP faculty was understanding and cooperated in allowing me to go on short notice.

My Projects and Activities at MARFORPAC

While at MARFORPAC, my work and activities could be divided into 6 areas: (1) Research, (2) Articles and Op-eds, (3) Policy Advising, (4) Senior Level Seminar Support, (5) Hosting Visitors, and (6) Outside Exchanges. By chance, all consumed a relatively equal amount of my time, although the research--the nominal purpose of the sabbatical from the university's perspective--tended to get sacrificed for the other work. That was fine with me because of the chance to get my head out of the books and learn from the other activities.

Research

Like with many other activities, I was given a free hand as far as my research was concerned at MARFORPAC. In other words, I was able to do the research I wanted while there, within the time constraints of the typical day. I decided to concentrate on issues that I was both interested in as a scholar of the historical and contemporary aspects of U.S.-Japan relations and those I knew the command would be interested in one way or the other, for either immediate reference or to help its understanding of different issues. I will introduce some of the non-sensitive writings here.

Prior to beginning the research and the sabbatical, I had one obligation to fulfill--attendance and presentation of a paper at the 100th Annual Meeting of the American Political Science Association held in Chicago, Illinois. The panel, Comparative Public Opinion and the War on Terrorism, was formed by members of the joint research team I created in 2003 with a Suntory Foundation grant to study Japanese public opinion after 9/11 and co-sponsored by the Japan Political Studies Group. The paper I presented was entitled "Public Opinion in Base Communities and the War on Terrorism: The Case of Okinawa."⁴⁴ Although two panelists were unable to come at the last minute, the discussion benefited from the good questions from the audience and the thoughtful comments of Andrew L. Oros, an Assistant Professor at Washington College.

After this last flirtation with academia, I returned to Hawaii on September 6, and reported to my new office at MARFORPAC the following day to meet my "Chief," as Mr. Kratz said. I did not know exactly what this meant, considering that Gen. Gregson was at that moment thousands of miles away on one his many trips throughout his AOR. It turns out that my "Chief" meant the Chief of Staff, Col. O'Neal, who welcomed me warmly, took a strong interest in my work and made my things go smoothly for me, much like he did for the entire command.

As it took approximately two months to receive my security clearance, I focused on research topics that did not require such clearance. My first research project was to look at the handling of and local reactions to the unfortunate crash of a Marine CH-53D helicopter on August 13, just three days before I departed Osaka for Hawaii. I first worked on a study, "Anatomy of a Crash," which took much of September to gather the facts and get the insights of officials involved from both the U.S. and Japan. Completing the paper took more time than I expected--a subcommittee was created to explore the proper procedures after a crash, so I had to wait for it to complete its recommendations. Moreover, I wanted to better understand how the pilots--whose bravery and skills in avoiding a crash that could have caused greater damage to the civilian community was not noted in the press or among local leaders--were trained to respond to an emergency. I was finally

44) The study is available at: <http://www2.osipp.osaka-u.ac.jp/~eldridge/Articles/2004/Public%20Opinion%20in%20Okinawa%20after%20911.pdf>.

able to do that the following summer, shortly before my departure on August 26, when I toured and tried the flight simulator at Marine Corps Base Kaneohe.⁵⁾

My next topic of research, which is still on going as well, is a study of the history of the Japanese Self Defense Force, established in 1954, at 50. I began the work primarily due to the fact that no one in Japan had attempted to do a study on the SDF at this important juncture in its history, including the Defense Agency itself, other than pictorial histories. A second reason the study was important, particularly relating to the Ground Self Defense Forces, is because the degree in which our militaries are increasing their interaction make it essential that, at least for an American audience, we know more about where the SDF has been, where they are now, and where they are going in the future.

I began to make good progress on that study, but a wave of increased responsibilities came my way after people began to know of my presence there, and in light of political events, such as Cabinet shake-ups, in Japan and the need for an analysis of those events. Before I introduce those issues, I will introduce a few more studies I did while there and how they were used.

First was a study entitled "Prospects for Constitutional Revision in Japan," which was eventually published in the journal of OSIPP.⁶⁾ In it, I point out that constitutional revision may take place as early as 2007, which until recently flew in the face of conventional wisdom but now seems to be more and more likely.

The second study I did was an analysis of the local dynamics involved when using the airport on Shimoji-shima for refueling operations and the ability of Okinawan leaders to play politics with any issue and the local media to make a refueling operation for a humanitarian relief mission (in the Philippines, for example) seem like a full-scale war.

These and other studies formed the basis of both policy advising and the occasional op-ed to provide a researcher's perspective on issues that were being debated either in the alliance or in the pages of the press.

5) I am indebted to Col. Mark A. Dungan, for initially walking me through the technical and safety aspects of helicopter flying, Mr. Sampson, a former pilot, who generously gave me refresher explanations, Capt. Jon-Claud Nix, who assisted in the visit, and Mr. Hank Tripp, who trains the pilots at the only flight simulator for CH53ds.

6) Robert D. Eldridge, "Prospects for Constitutional Revision in Japan," *International Public Policy Studies*, Vol. 10, No. 1 (September 2005), pp. 17-38.

Articles and Op-eds

While in Hawaii, I was able to author numerous articles and commentaries on U.S.-Japan mil-mil interaction and the overall relationship and Okinawan issues.

One article that I was particularly satisfied with was entitled "Jindo Shien to Kyuen Katsudo e no Taio," which proposed a future vision for U.S.-Japan cooperation based on Marine Corps' experiences in natural disasters. The article, co-authored with Gen. Gregson and Dr. James North of the Center for Naval Analyses, was published in a three-part series in the Defense Agency's *Securitarian* between April and June 2005. I was glad about the attention it received within the Defense Agency and Self Defense Forces as they seek to define their evolving role. Moreover, the article, while completed in November 2004, was particularly relevant in the wake of the Tsunami in December, in which Japan also participated.⁷⁾

The experience in Hawaii allowed me to understand the military dynamics more and so I decided to publish several op-eds from this perspective. For example, one I wrote in October 2004 was published in the *Yomiuri Shimbun* entitled "Expand U.S.-Japan Defense Cooperation in International Peace Efforts" following the release of the report by the Prime Minister's Council on Security and Defense Capabilities titled "Japan's Vision for Future Security and Defense Capabilities." Another I wrote in April 2005 appearing in the *Daily Yomiuri* entitled "U.S. Marines' Role Little Understood in Okinawa," which followed the failure of both Defense Director General Ono and Foreign Minister Machimura to explain the Marine Corps' role in the alliance.

These were just a couple of examples of a half-dozen commentaries I published. There were an equal number of those I eventually chose not to use as well.

Policy Advising

Overall, policy advising at MARFORPAC could be divided into two categories, that which I did for the Commanders (Gens. Gregson and Trautman), and that for the G-5 office. In these areas, I tried to do my best to provide advice on the issues that were raised with me, but it was difficult to know the context of both the

7) The English version of the article can be found at: <http://www2.osipp.osaka-u.ac.jp/~eldridge/Articles/2005/USJointdep.pdf>.

questions and background in some cases, particularly the internal (intra-U.S. government) dynamics. (I was amazed to eventually find out how little military opinion is listened to by the civilians side of the bureaucracy in Washington.) As a result, I am not sure if I was as helpful in this area as I could have been.

A critical example of the apparent indifference to military opinion (requirements, actually) was seen in the U.S. base realignment internal and bilateral talks as they relate to Japan. It appeared to be a highly politicized agenda that lacked balance and a strategic rationale. (Moreover, the U.S. position in Washington appeared to be built on incorrect understandings and premises and was thus flawed in its conclusions.) The rushed atmosphere to come up with a conclusion, any conclusion, on the U.S. side tremendously weakened the U.S. negotiating position and harmed, I believe, U.S. military interests.

Senior Level Seminar Support

One of the most important activities of the P&IA was the Senior Level Seminar, or SLS, a systematic and institutionalized set of meetings that take place between the U.S. Marines, the Ground Self Defense Forces, and U.S. Army. The meetings, which first began in December 2001, take place twice a year, once in Japan and once in Hawaii. In Hawaii, the host alternates between the Marines and the Army. During the year at MARFORPAC, I had the opportunity and privilege to participate in two meetings, one in Sapporo (February 1-4) and the other in Hawaii at (July 12-14). In the former, I was able to directly participate in preparing one of the briefs, translating, and to my surprise, interpreting for much of the conference. In the latter, my involvement was less, thanks to the support of Ms. Kaori Martinez of the G5 at Marine Corps Base Japan in Okinawa, who helped in translating and interpreting. Lt. Col. Burton likewise did great work in preparing the briefs. The SLS is a great opportunity for the senior leadership of the three services to get together and discuss the past, present, and future. I look forward to watching its progress in the future, if not actually being involved in it.

Hosting Visitors

Perhaps because Hawaii was, well, Hawaii, or more likely because of the

importance of the command, there were many visitors coming through, especially related to Japan. Some were senior and other military officers, some were political leaders, while others were from the media and academic communities. It was a pleasure and honor to have been able to assist in the visits, whether in hosting private meetings with the visitors, attending official meetings, assisting in interpreting or other protocol matters, or holding social events.

The three biggest official visits I was directly involved with were for Gen. Mori Tsutomu (February 9-11, 2005), Chief of Staff of the Ground Self Defense Forces, Okinawa Prefecture Governor Inamine Keiichi (March 18, 2005), and Ambassador to Japan J. Thomas Schieffer (April 4, 2005). The Gen. Mori visit, considering the length of time of his visit and importance of the Chief of Staff as well as his relationship to the Marine Corps, took the most energy but was also the most rewarding. Amb. Shieffer's office call, while short, was impressive because of his understanding of his new mission there and his interest in learning as much as he could prior to going. Gov. Inamine, who did well in summarizing Okinawa's position and began his remarks by emphasizing the contributions the U.S. Marines have made in Okinawa with the English Education Initiative and around the world in security matters, appeared in the end more interested in presenting his demands than in having a dialogue. Four years since his last visit to the U.S., he missed an opportunity to learn about current thinking within the Marine Corps.

Being a Marine Corps-focused visit (Gen. Mori first visited his Marine counterpart MC Commandant Gen. Michael W. Hagee in Washington, D.C.), the coordination was outstanding, but with the Inamine visit (being a multi-agency visit-State, NSC, Defense, etc.), the coordination was non-existent. I felt there should have been one agency in charge of coordinating the visit and sharing background and common information, as well as the status of the trip and notes from each meeting. Because there was not this coordination, we had very little information on which to go by and ended up reinventing the wheel. One would have thought that the State Department, in light of its experience with hosting visitors, might have done a better job of this.

There were numerous other visits as well as by friends in the GSDF, Foreign Ministry, Defense Agency, media (*Asahi Shimbun, Okinawa Times, Kyodo Tsushin*,

Ryukyu Shimpo), and academics (including our own Professor Toshiya Hoshino and Kawakami Takashi, who earned his Ph.D. at OSIPP). Many others came through on the International Visitor Program, which is sponsored by the U.S. State Department and was hosted locally by the Pacific and Asian Affairs Council. I tried to see everyone socially and for sightseeing, in addition to at the office.

Outside Exchanges

Some of the most valuable and memorable and professional exchanges I had while in Hawaii were Japan-related. First and foremost was the interaction with the Japanese Consulate of Honolulu, under Consul General Muto Masatoshi (who is now Envoy Extraordinary and Minister Plenipotentiary at the Embassy of Japan). After paying an office call on the Consul General and his staff in early November, the relationship grew exponentially when I was asked to speak at a Japan Exchange and Teaching Program returnees' reception and to serve on the interview committee for the next year's candidates. The Mutos and their staff kindly came to a party we held for them at our Kailua home, and the Mutos invited us to many functions at their residence. We were also entertained by the Iwasaki Ryuji, Vice Consul, and his family at their home near the consulate. Along with Vice Consul Koyama Iwao, the three of us regularly discussed the state of U.S.-Japan affairs and opportunities for cooperation in Hawaii between our two organizations.

Second was that with the Japan-America Society of Hawaii, led by Mr. Earl Okawa. Due to scheduling conflicts, I was not able to attend as many functions as I had hoped, but was able to attend several events, such as the 5:01 regular gathering, a luncheon with American security specialist Dr. James Auer who spoke on the alliance, and finally a co-sponsored welcome dinner for the new PACOM commander, Admiral William J. Fallon. The Hawaii chapter of the Japan-America Society is doing great work and appears to be one of the busiest, if not the busiest chapter, in the entire organization.

Third was that with the SDF Joint Staff Office Liaison Officer to PACOM Lt. Col. Yamada Masami. His office was located in our building, rather than across the street, which is PACOM's loss but our gain. His help, advice, and insights were critical on numerous occasions to us in our work. The friendship, both

professional and personal my family and I developed made my work much more effective and our time enjoyable. It is clear that a similar GSDF Liaison Officer position should be created at MARFORPAC considering the increasing closeness of the relationship between the Marines and the GSDF.

Fourth was the Hawaii United Okinawa Association and its executive director Wayne Miyahara who supported MARFORPAC's Okinawa English Education Initiative (led by Mr. John Lundin). We met on several occasions and I was glad I finally was able to visit the exciting Hawaii Okinawa Center in August, prior to my departure.

Two other outside exchanges were with the Pacific War Memorial Association and the Asia Pacific Center for Security Studies, both directly related to Japan. The former was established in 1998 to pay tribute to the Marine Corps but also to promote mutual understanding in the Pacific. I became actively involved with its dynamic Chairperson, Alice Clark, including the editing of the diary of a Navy Lieutenant who served on Iwo Jima. I now serve on the association's Board of Directors.

The APCSS, established in 1995 under the Pacific Command, similarly serves as an important bridge to promote understanding in the Pacific. It brings together military officers, government officials, and academics in an academic setting in beautiful Waikiki. Under the leadership of retired Lt. Gen. Hank C. Stackpole, the center grew to become the indispensable organization that it now is for professional exchange. I was fortunate enough to attend a couple of conferences while there, and to continue the interaction I had previously had with its president and faculty.

In addition to the above exchanges, the family and I had numerous opportunities to interact socially with my colleagues at work and those across the Ko'olau at Kaneohe. Living just a mile or two from K-Bay, as it is called locally, was great. The base, under the command of BrigGen Trautman and later Col. O'Neal (after June 2005), sponsored many community events, such as the Blue Angels air show, Bay Fest, and sent personnel to the Kailua Fourth of July parade. Their respective spouses made K-Bay an especially warm place to visit, and I was impressed with both their community involvement and ability to foster a sense of community.

Our family became close with that of Sgt. and Mrs. (Brandi) Danny Brewer as their children were the same age as our children and whose daughter was in the same class as that of my daughter. Danny was in Afghanistan much of the time we were there and we were inspired by Brandi's ability to cope in his absence. (He safely returned in June.) Danny, thank you for your service.

The family and I benefited also from the relationships we established with new friends in Hawaii, especially in Kailua--our neighbors, children's friends and their families, and the local community of Japanese expats, especially Soyama Takahiro (Kailua's best photographer) and his family (Romi, Karin, and Ray) and Dr. Robert Jao (Kailua's greatest doctor) and his family (Noriko, Nicole Nagisa, and Sophia Arina). We had many a party with them and enjoyed their company and insights tremendously. The children all played so well together and were with each other so much of the time that we almost had difficulty in telling whose children were whose. It didn't matter, however, because they were in great hands in any case.

The family to whom we were most indebted was the Gershanecks. Kerry, the husband, as mentioned earlier, had befriended me several years ago and we often discussed the state of the alliance long-distance as well as in person when I visited Hawaii and he came to Japan. He even took time out of his busy schedule to speak at OSIPP a few years back in 2002 on the role of the Marines in the region and in Operation Enduring Freedom. It was his efforts at bridging the gap that impressed upon me the need to do so as well. I will be forever grateful for his encouraging me to participate in the sabbatical in Hawaii, getting me and my family set up and comfortable there, and for his friendship over the years. I thank his wife, Kay, and sons, Sean and Travis, especially for kindly adopting Emiko, Ami, and Kennan into their family.

Because of the above people, our time in Hawaii was that much more meaningful and enjoyable. *Mahalo* everyone, and *Aloha*.

And thank you, U.S. Marines, for the sabbatical opportunity, for everything you do, and for being who you are. *Semper Fi*.