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**CLINTON PRESIDENTIAL RECORDS**

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THE SECRETARY OF DEFENSE  
WASHINGTON, THE DISTRICT OF COLUMBIA

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THE PRESIDENT HAS SEEN

8/13/93db

August 9, 1993

MEMORANDUM FOR THE PRESIDENT

The attached papers may be helpful for your meetings with General Shalikashvili and General Hoar. We have included a short biographical summary of each man, as well as a list of questions.

JOHN:

Mary (Tony Lake's Office) sent this package to us. Nancy H. thought NSC had sent this directly to the President. This is not an NSC document.  
Send to RM per Podesta 8/13/93  
What do we do with this?

deb

- The demands for visible U.S. forces around the world--in terms of forward presence, crisis response, peacekeeping, etc.--are increasing, at the same time we are downsizing and redefining our regional responsibilities. What does this mean for our force structure? Do you think we are building the right force to handle the sort of instability that appears to characterize our emerging threat?
- We have been committing pockets of U.S. forces here and there around the world. We have several thousand troops in the Gulf region, thousands more in Somalia, in Turkey, in Macedonia, Italy and other places. The decision to send troops in seem a easier than a decision to get the troops out. What do you think about this?
- One particularly sensitive issue has is the problem of defining a proper role for our National Guard and Reserve units. Tell me what you believe about the employment of National Guard and Reserve forces, especially in our Army maneuver units?
- As you know we have a stake in the success of democratic reform in Russia. This success will depend on the cooperation and stability of the Russian military. Have we done a good job of bringing them along? What more can we do?
- Since the end of the cold war we are trying to think through the proper principles that guide our use of military forces. What should we have learned about the post-Soviet use of our military from your experience in the Gulf war? From what you have seen in Bosnia?
- Our recent experience have taught us a great deal about building coalitions and working productively with our allies. We will undoubtedly be doing more of this. What are the major lessons about working with our allies from our experience in Desert Shield and Desert Storm? In Bosnia? In Somalia?
- I have been told that the deployment to Somalia resulted in somewhat of a competition between the Army's 10th Mountain Division and the Marines, and that both were competing for honors in performing the same mission. I don't know how much of this is true, but I am worried that we can't afford this type of duplication. What is your view of this? Are these duplicate capabilities? How big a problem in general is this kind of duplication among the services and how can we reduce it?



THE SECRETARY OF DEFENSE

WASHINGTON, THE DISTRICT OF COLUMBIA

**GENERAL JOHN SHALIKASHVILI (USA)**

General John Shalikashvili (everyone calls him "Shali") was born in Warsaw, the grandson of a Czarist general, the son of a Georgian army officer, the heir of a family caught in the crossfires of the kinds of ethnic and national rivalries we now face. As an eight year old, he fled in a cattle car westward to Germany in 1944 in front of the Soviet advance. He settled in Peoria in 1952 and learned English from John Wayne movies so that he could take a full course load in high school from the start.

General Shali was drafted into the U.S. Army, came up through the ranks, and is now the Supreme Allied Commander in Europe. He was decorated for his service in combat as a U.S. military advisor to South Vietnam units in the Vietnam War. He served on the Joint Staff as Gen. Powell's Assistant to the Chairman, the position now held by Lt. General McCaffrey. He led Provide Comfort, to aid the Kurds in Northern Iraq, one of the most complex and demanding operations we've conducted since the end of the Cold War. As the Commander in Chief of NATO, he has redirected the command from its Cold War reflexes toward an innovative set of new, post-Soviet capabilities.



THE SECRETARY OF DEFENSE  
WASHINGTON, THE DISTRICT OF COLUMBIA

**GENERAL JOSEPH HOAR (USMC)**

General Joe Hoar was born in Boston. All four of his grandparents came from Ireland. His father managed a small paint manufacturing company. He was trained in a Jesuit high school and graduated from Tufts. His wife Charlie is a licensed psychologist. They have five grown children.

He joined the Marines through the Marine Officer Candidate School as he was about to be drafted in 1957. He was decorated for his service in combat in Vietnam where he was a U.S. military advisor to South Vietnamese marines. He was chief-of-staff to General Norman Schwarzkopf at Central Command prior to Desert Storm and was the Marine Corps' top planner/operator during that war. As Commander-in-Chief of Central Command, Gen. Hoar has enforced the no-fly zone over Iraq and currently directs U.S. forces in support of the U.N. efforts in Somalia.



THE SECRETARY OF DEFENSE  
WASHINGTON, THE DISTRICT OF COLUMBIA

**GENERAL JOHN SHALIKASHVILI (USA)**

**The Man**

Only in America.

Gen. John Shalikashvili (everyone calls him "Shali") was born in Warsaw, the grandson of a Czarist general, the son of a Georgian army officer, the heir of a family caught in the crossfires of the kinds of ethnic and national rivalries we now face. As an eight year old, he fled in a cattle car westward to Germany in 1944 in front of the Soviet advance.

He settled in Peoria in 1952 and learned English from John Wayne movies so that he could take a full course load in high school.

He was a draftee who came up through the ranks and is now the Supreme Allied Commander in Europe.

By temperament, Gen. Shali is low key, informal, very professional -- an unprofane man.

"He is smart -- he is a charmer," reported one senior colleague who knows him well. His intelligence is apparent when he testifies. It is also clear that his charm begins with candor and directness. "He makes people support him and trust him," said the same senior colleague.

Joannie Shalikashvili, an important partner to him, is "the perfect Army wife," says one colleague who knows them both.

Gen. Shali is an American who says he "will always remain a European," a gifted mix of the patriotism of Gen. Casimir Pulaski, the common touch of Gen. Omar Bradley and the military professionalism of them both.

**The Warrior**

Gen. Shali has the ability to lead and win any military action the President might require.

He displayed this ability when he led one of the most complex and demanding operations we've conducted since the end of the Cold War, Provide Comfort, to aid the Kurds in Northern Iraq. This operation was a model of military tasks we will likely face in the coming years and Gen. Shali performed brilliantly.

First, he had to allay the anxieties of the Turks whose general resentment of the Kurds was intensified when they illegally crossed into the safety of the Turkish mountains. Then Gen. Shali had to back off the Iraqi military who, although recently humiliated in Desert Storm, were still deployed menacingly in Northern Iraq. Gen. Shali personally met the Iraqi commander in the field protected by only forty marines and two A-10 aircraft. He intimidated the Iraqis into leaving the Kurdish city of Dohuk, so the Kurds could be induced to return where they could be fed and cared for. He did this under UN authority, but with little practical UN support.

Altogether, it was a masterpiece of modern military leadership. He displayed the complex combination of political, diplomatic, operational and military professionalism that a Chairman of the Joint Chiefs will need. He did so with personal courage, and he got the job done. As a result, the lives of 100,000 or so Kurds were saved.

### The Advisor on the Use of Force

Gen. Shali is also of the "Vietnam-plus" school regarding the use of force. As such, he would come to the Chairmanship with definite views on the use of the military.

Like many of his military contemporaries, he is keenly aware of the limits of force as an instrument of state unless used with overwhelming power. Late last year he repeatedly expressed his skepticism that the conflict in the Balkans be settled or even muted without a massive military commitment.

He also knows that modern war is rarely purely military. When asked by Senators about the use of airpower to suppress artillery in the Balkans, he stressed that in the future, we should expect to see artillery deployed next to churches and hospitals rather than in the classic military manner.

Yet, he has revamped NATO to be a flexible military/political instrument for a new world.

Whatever his views about the use of force may be, however, one senior colleague who knows him especially well stressed that Gen. Shali would give "absolutely unvarnished advice and will faithfully follow clear orders."

### The Chairman

First, Gen. Shali has had direct and important senior experience on the Joint Staff. He served with distinction as Gen. Powell's assistant, the position now held by Gen. McCaffrey. So he knows how the Joint Staff works and how it functions with the rest of the national security team in our government.

Second, Gen. Shali would most likely lead the Joint Staff to operate more collegially with the Services, OSD and the other agencies of the national security team, than we have consistently seen in recent years.

Third, Gen. Shali is likely to bring some important innovative the military thinking to the Joint Staff. His work at NATO is a precursor of such innovation. He has redirected the command from its Cold War reflexes through a series of new world capabilities. He has created a NATO rapid reaction core to undertake peacekeeping missions different from guarding against the classic invasion of the East. He has redirected NATO intelligence resources for peacekeeping missions, and he has led the alliance to accept out-of-area operations. There's evidence that he has even more innovative proposals for NATO, which as its commander he many feel constrained from suggesting now. In sum, his leadership of NATO suggests he would be a military innovator as Chairman.

### Finally

As Chairman, Gen. Shali would enjoy the confidence of the American military at every level. He has a special and instinctive relationship with the troops. He embodies and can articulate their values and can witness to the American people the special contributions they make to our country's life.

## Notes on Video Tape of General Shalikashvili

- There is a tape in which you can see General Shalikashvili at work.\*

"Unified Command, Military Strategy, & Operational Requirements, 20 April 1993"

In the 20 April 1993 tape, General Shalikashvili is testifying before the Senate Armed Services Committee along with other CINCS.

- You can see him at his best in the extended exchanges he has with the Senators beginning with Chairman Nunn.

\*NOTE: There are a few very strange glitches in the tape when unrelated events are shown. They only last a few seconds.

RESUME OF SERVICE CAREER

of

JOHN MALCHASE DAVID SHALIKASHVILI, General

DATE AND PLACE OF BIRTH 27 June 1936, Warsaw, Poland

YEARS OF ACTIVE COMMISSIONED SERVICE Over 33

PRESENT ASSIGNMENT Supreme Allied Commander, Europe, Supreme Headquarters Allied Powers Europe/Commander in Chief, United States European Command, APO AE 09705, since June 1992

MILITARY SCHOOLS ATTENDED

The Field Artillery School - Advanced Course  
Naval Command and Staff College  
United States Army War College

EDUCATIONAL DEGREES

Bradley University - BS Degree - Mechanical Engineering  
George Washington University - MS Degree - International Relations

FOREIGN LANGUAGE(S) German, Polish

MAJOR DUTY ASSIGNMENTS

<u>FROM</u>	<u>TO</u>	<u>ASSIGNMENT</u>
Aug 58	Oct 58	Student, Basic Combat Training, Company B, 2d Battalion, 3d Training Regiment (Basic), United States Army Training Center, Engineer, Fort Leonard Wood, Missouri
Oct 58	Jan 59	Student, Advanced Individual Training, Battery B, 3d Battalion Artillery Training Command, United States Army Training Center, Fort Chaffee, Arkansas
Jan 59	Jul 59	Student, Officer Candidate School, Headquarters Battery, United States Army Artillery and Missile Center, Fort Sill, Oklahoma
Jul 59	May 60	Forward Observer, later Platoon Leader, Mortar Battery (105 mm), 1st Brigade, 9th Infantry, Seattle, Washington
May 60	Feb 61	Forward Observer, Headquarters Battery, later Assistant Executive Officer, Battery B, 2d Howitzer Battalion, 15th Artillery, Seattle, Washington
Feb 61	Apr 63	Instructor, Air Defense Artillery, later Guided Missile, and later Senior Instructor, Administration and Operations Branch, High Altitude Missile Department, Academic Organization, United States Army Air Defense School, Fort Bliss, Texas
May 63	Dec 63	Student, Artillery Officer Advanced Course, United States Army Air Defense School, Fort Bliss, Texas

JOHN MALCHASE DAVID SHALIKASHVILI, General

MAJOR DUTY ASSIGNMENTS

<u>FROM</u>	<u>TO</u>	<u>ASSIGNMENT</u>
Dec 63	Dec 64	Staff Officer, Plans and Operations Division, G-3 (Operations), United States Army Air Defense Center, Fort Bliss, Texas
Feb 65	May 65	Assistant Information Officer, 32d Artillery Brigade, United States Army Europe
May 65	Jan 68	Operations Officer, later Commander, and later Operations Officer, 32d Army Air Defense Command, United States Army Europe
Jan 68	Jun 69	Senior District Advisor, Advisory Team 19, United States Military Assistance Command, Vietnam
Aug 69	Jun 70	Student, Naval War College, Newport, Rhode Island
Jun 70	Jun 71	Executive Officer, 2d Battalion, 18th Field Artillery, 212th Field Artillery Group, Fort Lewis, Washington
Jun 71	Sep 72	Operations Officer, Current Operations, Office of the Assistant Chief of Staff, J-3, United Nations Command/United States Forces Korea
Sep 72	Jul 75	Assignment Officer, later Personnel Management Officer, Field Artillery Branch, and later Chief, Assignment Branch, Lieutenant Colonels Division, Officer Personnel Management Directorate, United States Army Military Personnel Center, Alexandria, Virginia
Jul 75	Dec 75	Assistant Fire Support Coordinator, Division Artillery, 9th Infantry Division, Fort Lewis, Washington
Dec 75	Jun 77	Commander, 1st Battalion, 84th Field Artillery, 9th Infantry Division, Fort Lewis, Washington
Jun 77	Jun 78	Student, United States Army War College, Carlisle Barracks, Pennsylvania
Jun 78	Jun 79	Assistant Chief of Staff, G-3 (Operations), United States Army Southern European Task Force
Jun 79	Aug 81	Commander, Division Artillery, 1st Armored Division, United States Army Europe
Sep 81	Aug 84	Chief, Politico-Military Division, later Deputy Director, Strategy, Plans, and Policy Directorate, Office, Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC
Aug 84	Jul 86	Assistant Division Commander, 1st Armored Division, United States Army Europe
Jul 86	Jun 87	Assistant Deputy Chief of Staff for Operations and Plans, (Joint Affairs)/Director of Strategy, Plans and Policy, Office, Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC
Jun 87	Aug 89	Commanding General, 9th Infantry Division, Fort Lewis, Washington
Sep 89	Aug 91	Deputy Commander-in-Chief, United States Army Europe and Seventh Army
Aug 91	Jun 92	Assistant to the Chairman, Joint Chiefs of Staff, The Joint Staff, Washington, DC

<u>PROMOTIONS</u>	<u>DATES OF APPOINTMENT</u>	
	<u>Temporary</u>	<u>Permanent</u>
2LT		7 Jul 59
1LT	7 Jan 61	7 Jul 62
CPT	8 Jul 63	7 Jul 66
MAJ	23 Aug 67	7 Jul 73
LTC	1 Jun 74	7 Jul 80
COL	1 Jan 79	15 Mar 82
BG		1 Aug 83
MG		1 Sep 86
LTC	1 Oct 89	
GEN	24 Jun 92	

US DECORATIONS AND BADGES

Defense Distinguished Service Medal  
 Distinguished Service Medal  
 Legion of Merit (with 2 Oak Leaf Clusters)  
 Bronze Star Medal with V Device  
 Meritorious Service Medal (with 3 Oak Leaf Clusters)  
 Air Medal  
 Joint Service Commendation Medal  
 Army Commendation Medal  
 Humanitarian Service Medal  
 Combat Infantryman Badge  
 Parachutist Badge  
 Joint Chiefs of Staff Identification Badge  
 Army Staff Identification Badge

SOURCE OF COMMISSION OCS

SUMMARY OF JOINT ASSIGNMENTS

<u>Assignment</u>	<u>Dates</u>	<u>Grade</u>
Senior District Advisor, Advisory Team 19, United States Military Assistance Command Vietnam	Jan 68-Jun 69	Major
Operations Officer, Current Operations, Office of the Assistant Chief of Staff, J-3, United Nations Command/United States Forces Korea, United States Army Pacific Command, Korea	Jun 71-Sep 72	Major
Assistant to the Chairman, Joint Chiefs of Staff, The Joint Staff, Washington, DC	Aug 91- Jun 92 (No joint duty credit)	Lieutenant General
Supreme Allied Commander, Europe, Supreme Headquarters Allied Powers Europe/Commander in Chief, United States European Command	Jun 92-Present	General

As of 24 June 1992





THE SECRETARY OF DEFENSE

WASHINGTON, THE DISTRICT OF COLUMBIA

**GENERAL JOSEPH HOAR (USMC)**

**The Man**

Gen. Joseph Hoar is an Irish Gary Cooper.

He is tall, lean and understated. His personal strength of character is quiet, unassuming and absolutely unmistakable. He has a gentle wit and a smile that makes you like and believe him. He has "absolutely no ego" according to one brother officer. He is "the opposite of self-serving," according to one superior. He is known to be unflappable even under extreme stress.

He is a deeply self-possessed and self-knowing man. His family roots are alive and well in his home Boston parish where his grandfather came from Ireland to live and where he still visits his 93 year old mother whenever he can. He has a remarkable wife/partner, Charlie Hoar, a psychologist, and a family of five grand children.

He has a deep and layered intelligence. His mind is open, orderly, supple and lively. He has read all the novels of Evelyn Waugh. He is extraordinarily articulate. He speaks in plain American.

Gen. Hoar has demonstrated an old fashioned willingness to stand up and be accountable. Last year when forces under his command were unable to find a Korean freighter on the way to Iran, he told a House committee, "If you are looking for the guy that's responsible for letting the Ho go through, you're looking at him. "

He is a natural optimist, perhaps because, as one brother officer speculated, Hoar knows nothing will be as bad as war at its worst as he experienced it in Vietnam. By temperament he can relieve times of hard work and stress with earthy good humor. He would be a delight to work with.

**The Warrior**

Gen. Hoar is a warrior. He has the demonstrated superior ability to lead and win any military action the President might require.

Gen. Hoar is a consummate military operational planner and commander. As a young officer, he was hand picked to be a military advisor to the Vietnamese Marines at the battalion and brigade levels because of his talent for military operations. He learned in combat -- the hard way -- how important it is to get it right. He displayed the same gifts

for planning to win as chief-of-staff to Gen. Schwarzkopf prior to Desert Storm and as the Marine's top planner/operator during that war.

In particular, he is known as a commander, who has the cool, the intelligence and the strategic skills to think beyond the pressing issue at hand to the second and third moves.

As the Commander-in-Chief of Central Command, Gen. Hoar has demonstrated his prowess in commanding forces in the wars we are now most likely to be facing in a post-Soviet world. He directed our use of force and threat of its use to enforce the no-fly zone over Iraq, and he currently directs U.S. forces in support of the UN efforts in Somalia. In both cases he demonstrated how superior American military competence is a necessary precondition and ultimate guarantee of our ability to work effectively with complex coalitions and to deal with wily adversaries such as Aidid and Saddam Hussein in murky cheat-and-retreat political/military contests.

As a commander, he can be hard, when necessary. In Somalia, he insisted that our forces move quickly into the outside of Mogadishu, overruling the reluctance of some who resisted getting on with our mission of feeding Somalis. Later, when the Tenth Mountain Division asked to pause for ten days to climatize for Somalia, he told them to get climatized in the Baidoa.

### The Advisor on the Use of Force

Gen. Hoar would, in the words of one superior, give you "absolutely unvarnished advice and will faithfully follow clear orders."

Gen. Hoar is of the "Vietnam-plus" generation. His advice on the use of force will likely digest the "lessons of Vietnam," but go beyond them.

Like other of his contemporaries who experienced Vietnam at its worst, he, too, learned the value of using overwhelming force to win an early, decisive victory to reduce American casualties and to avoid trying the patience of the American people.

Like other military professionals who served in Vietnam. He knows that force is but one instrument of statecraft. Like them, he believes it is critical to be clear about ends when we're pursuing where we are considering the use of military force. For example, when we entered Somalia in December, he defined our goals so clearly they could not be mistakenly broadened. Since then he has resisted Admiral Howe's efforts to personalize our mission as a hunt for Aidid.

His advice to the President on the use of force is likely to reflect two other instincts that go beyond his typical military contemporaries. He has shown in Somalia and over Iraq that he knows how to use military force subtly and discriminatorily for political purposes. He has moved beyond the all-or-nothing school. He added to the lessons of

the Gulf War -- that we may need to act on ambiguous warning and that we may need to move forces quickly into a theater in order to deter.

He has also developed a deep understanding of the value of operating with a coalition, and he has shown the superior skills in doing so. He learned how important and how difficult it is to induce a reluctant ally to fight first hand in combat with the Vietnamese Marines. His performance in working with our Middle East allies has shown the patience of Job and the wisdom of Solomon.

### The Chairman

Gen. Hoar would lead the Joint Staff to operate more collegially with the Services, OSD and the other agencies of the national security team, than we have consistently seen in recent years.

He is likely to bring to the Joint Staff a "tiger team," approach, using task forces to get the integrated and high quality, result-driven staff work he has always demanded.

As Chairman, he would have the affection and respect of the uniformed military. "The troops love him" one superior reported. He served as the Marine Corps' top recruiter and trainer. He understands the value of troops to military effectiveness, and they know it.

He would bring to the Chairmanship the classic Marine value of loyalty. When he served Gen. Schwarzkopf, he never expressed the slightest complaint or disloyalty to this most difficult of military bosses. At the end, he earned the respect and loyalty of all involved, including Schwarzkopf. His loyalty runs up and down the chain of command.

### Finally

There never has been a Marine Chairman of the Joint Chiefs. Gen. Hoar is a Marine, though in recent years he has primarily served outside the Corps in joint roles. In a period of downsizing, he will have both the advantage and disadvantage of coming from a service which will be least effected by change in missions or reductions.

He would also bring to the Chairmanship the unique tradition and special public confidence the United States Marine Corps has earned from the American people.

## Notes on Video Tapes of General Hoar

- There are two tapes in which you can see General Hoar at work.\*

"General Hoar Briefing"

"Unified Command, Military & Operational Requirements, 20 April 1993"

- You can see General Hoar at his very best in these two tapes in two places:

(1) In the 20 April 1993 tape, General Hoar is testifying before the Senate Armed Services Committee. About half way through the tape, or more, Senator Bob Graham (D-FL) asked General Hoar about how he might induce the allies in the Gulf to contribute more to their own defense.

General Hoar's response is a quite impressive extemporaneous summary of his three tiered strategic concept of coalitions in the area.

(2) You can also see General Hoar in the first part of the tape, "General Hoar Briefing." He is in fatigues. Although the quality of the tapes is mediocre, his personal and professional powers are apparent.

\*NOTE: There are a few very strange glitches in both tapes when unrelated events are shown. They only last a few seconds.

# UNITED STATES MARINE CORPS

HEADQUARTERS MARINE CORPS, DIVISION OF PUBLIC AFFAIRS  
WASHINGTON, D.C. 20380, (703) 614-4309



## GENERAL JOSEPH P. HOAR, USMC UNITED STATES MARINE CORPS

General Joseph P. Hoar is the Commander in Chief, United States Central Command, MacDill AFB, Fla.

General Hoar was born on Dec. 30, 1934, in Boston, Mass. He was commissioned a second lieutenant in the Marine Corps in 1957, after graduating from Tufts University, in Medford, Mass. After completing The Basic School, Quantico, Va., his first assignment was as a rifle platoon commander in the 5th Marines. He served subsequently in the 1st Battalion, 1st Marines at Camp Pendleton, Calif., and on Okinawa as a battalion staff officer.

His first non-Fleet Marine Force assignment was at Marine Barracks, Yorktown, Va. Barracks assignments included platoon commander and guard company commander. After a short tour at Marine Corps Base, Camp Lejeune, N.C., as Assistant Manpower, Personnel and Administration Officer, he reported to the 2d Marine Division. He commanded Company M, 3d Battalion, 2d Marines and served as a battalion and brigade advisor with the Vietnamese Marines.

On returning to the United States, he reported to Headquarters Marine Corps, Washington, D.C. During his three-year tour, he served in Operations and as Special Assistant to the Assistant Commandant of the Marine Corps.

In 1971, he returned overseas where he was Executive Officer of the 1st Battalion, 9th Marines. During the period 1972 to 1976, General Hoar was assigned as an instructor at the Marine Corps Command and Staff College; then returned to Headquarters Marine Corps for duty in the Personnel Management Division.

General Hoar returned to the 1st Marine Division in 1977 and commanded the 3d Battalion, 1st Marines. Relinquishing command of the battalion, he was reassigned briefly to the Division Staff, and during this time, was promoted to colonel. In 1979, General Hoar once again returned to the 1st Marines. He commanded the regiment until April 1981. He then joined the 31st Marine Amphibious Unit and took command on board the USS Belleau Wood in Fremantle, Australia, in June 1981. During the following year, the MAU participated in three Indian Ocean deployments.

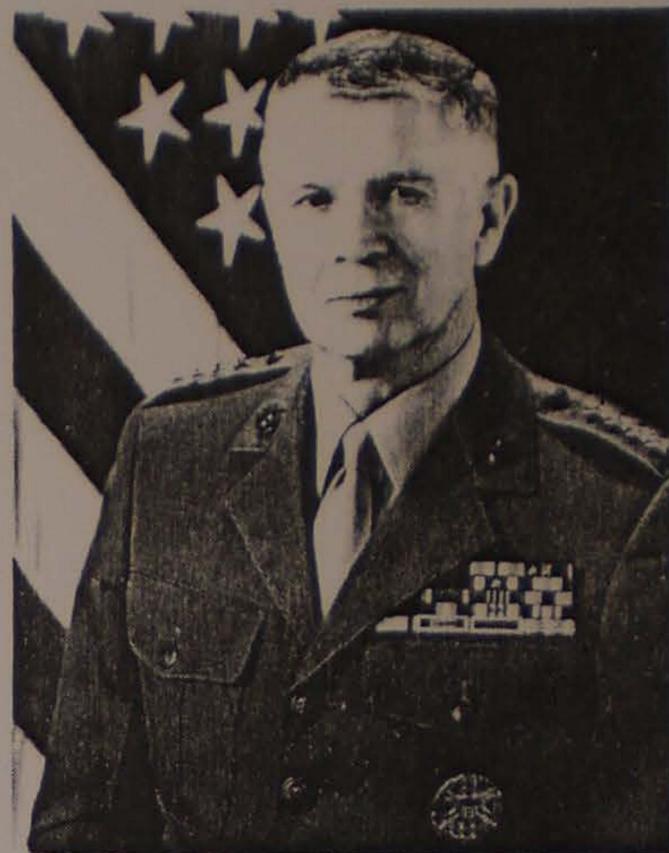
Upon returning to the United States, General Hoar was assigned to the Marine Corps Recruit Depot, San Diego, Calif., as the Assistant Chief of Staff, Manpower, Personnel and Administration. While serving in this capacity, he was selected in February 1984 for promotion to brigadier general, and was subsequently assigned duty as the Assistant Division Commander, 2d Marine Division. The next year he was ordered to Washington as the Director, Facilities and Services Division, Installations and Logistics Department, Headquarters Marine Corps. He served in this capacity until ordered to Parris Island, S.C., in March 1987 as the Commanding General, Marine Corps Recruit Depot/Commanding General, Eastern Recruiting Region. He was advanced to major general later that year. In the fall of 1988, he reported to the Commander in Chief, United States Central Command and assumed duties as the Chief of Staff. He returned to Headquarters Marine Corps for duties as the Deputy Chief of Staff for Plans, Policies and Operations in June 1990, was appointed to the grade of lieutenant general on July 1, 1990, and served in that capacity for one year. General Hoar assumed his present position on Aug. 9, 1991.

General Hoar has a masters from George Washington University and is a graduate of the Marine Corps Command and Staff College and the National War College.

His personal decorations include the Defense Distinguished Service Medal; the Bronze Star Medal with Combat "V" and gold star; and the Meritorious Service Medal with gold star.

General Hoar and his wife, Charlie, reside on MacDill Air Force Base. She is a licensed psychologist. They have five grown children.

(Revised July 7, 1993 HQMC)



03 Aug 93

**CAREER SYNOPSIS**

**NAME:** Hoar, Joseph P.

**RANK:** General

**DOR:** 910901

**SSN:** P6/(b)(6)

**PMOS:** 9903, 9902, 0302

**PERSONAL AWARDS**

Defense Distinguish Service Medal  
Distinguish Service Medal  
Bronze Star w/Combat V (2)  
Meritorious Service Medal (2)  
Combat Action Ribbon

**PROFESSIONAL MILITARY EDUCATION**

The Basic School (with honors)  
U. S. Army Counterinsurgency Operations Officer Course  
U. S. Army Military Assistance Training Corps/Division Course  
(honor graduate)  
Marine Corps Command and Staff College (with honors)  
National War College

**CIVILIAN EDUCATION**

BS Psychology, Tufts University  
MA Personnel Management, George Washington University

**MAJOR BILLETS AND DUTIES**

June 57 - Feb 58	The Basic School
Mar 58 - Apr 60	Platoon Commander, 1st and 3rd Mar Div
May 60 - Aug 63	Guard Officer, Marine Barracks Yorktown
Sep 63 - Jan 65	Asst G-1, Marine Corps Base Camp Lejeune
Jan 65 - June 66	Company Commander, 2d Mar Div
July 66 - July 67	Advisor, U. S. MACV
Aug 67 - July 70	HQ Marine Corps, Washington, D.C.
Aug 70 - Jun 71	Student, USMC Command and Staff College
July 71 - July 72	Battalion Executive Officer, 3rd Mar Div
Aug 72 - May 74	Instructor, Command and Staff College
Jun 74 - June 76	Officer Assignments, HQ Marine Corps
July 76 - June 77	Student, National War College
Jun 77 - July 78	Battalion Commander, 1st Marine Division
July 78 - July 79	Asst G-1, 1st Marine Division
Aug 79 - Apr 81	Regimental Commander, 1st Marine Division
Apr 81 - May 82	Commander, 31st Marine Amphibious Unit

May 82 - Apr 84	Asst G-1, Recruit Depot, San Diego
Apr 84 - May 85	Asst Division Commander, 2d Mar Div
May 85 - Oct 88	Director, USMC Logistics and Facilities, HQ Marine Corps
Oct 88 - June 90	Chief of Staff, U. S. Central Command
July 90 - Aug 91	Deputy Chief of Staff for Plans, Policies and Operations, HQ Marine Corps
Aug 91 - Present	Commander in Chief, U. S. Central Command

SECTION C QUOTES

"Captain Hoar is easily one of the best advisors in the business today. His natural charm, infectious good humor and sincere mannerisms all serve him in good stead in his work..... Captain Hoar thoroughly enjoys field work and constantly volunteers for assignments involving combat operations."

N. E. Anderson  
Col USMC  
Senior Military Advisor

"He was designated by the Commanding General as the Royal Welch Fusilier Exchange Program Project Officer. In this capacity, he represented the Commanding General in Hong Kong in negotiating with senior officers and the American Consulate located there. The exchange of 3rd Marine Division Marines and RWF personnel between the two commands has been a unqualified success due in a large part to Major Hoar's attention to details of the program."

H. H. Holmberg  
LtCol USMC  
G-3 Trng Off, 3rd Mar Div

"These commendable traits, exhibited in the classroom and on field study trips, make him particularly well suited for duty with the JCS or OSD. He works well with fellow officers from other services and has been quite active in The National War College atheletic program, keeping himself in good physical condition."

H. Lobdell Jr.  
Maj Gen USAF  
Commandant, NWC

"During this period his command has made successful landings in Okinawa, Kenya and Australia. His successful management of resources was the key to the aforementioned exercise. Of great assistance to this command is his excellent rapport with his counterpart, the PHIBRON commander. Colonel Hoar is a superb officer and one of the very best among the many fine colonels I have under my command."

S. G. Olmstead  
MajGen USMC  
CG III MAF

"If the nation calls upon the Marine Corps to nominate a CINCCENT successor, General Hoar is without a doubt the best man for the job. Aside from the fact that his experience as Chief of Staff and your belief in him (attested to by his follow-on promotion and assignment) arguably make him uniquely poised to be the Corps' logical choice, I'm absolutely confident in the potential of Joe Hoar as a four-star general to serve our country's best interest with distinction."

H. Norman Schwarzkopf  
General, U.S. Army  
Commander in Chief

