



AN INTERVIEW WITH  
**LIEUTENANT  
GENERAL  
JAN HULY**  
MMA PRESIDENT & CEO

**W**hat does hearing the name Marines' Memorial Club evoke for you? Memories, for starters. My dad enlisted in the Marine Corps in 1939. He served in the Second World War, in Korea, and in Vietnam. In 1964, he was assigned to San Francisco as the Sergeant Major of the recruiting station. We moved from Oceanside, California, when I was 16 years old. We lived on the Presidio, and as the Marines' Memorial Club always took care of local Marines, we frequently got tickets to the theatre. The first time I came to the Marines' Memorial Theatre was to see the San Francisco opening of the movie "Mary Poppins". Dick Van Dyke was here and he explained the movie to us. Throughout my high school and college years, I came to see plays and events here.

In 1969, my sister had her wedding

**L**ieutenant General Jan C. Huly retired from the US Marine Corps on 7 November 2006 after 37 years of service. His last role was as Deputy Commandant for Plans, Policies and Operations.

Following his retirement, Gen Huly consulted nationally and internationally on defense, security, international relations, and leadership. He also served on boards of directors and advisors in both the non-profit and private sectors.

reception here. Many years later, having been widowed, she married again and had her second wedding reception here. I spent part of my honeymoon here, and my wife and I have spent time in the Club over the years. The Marines' Memorial Club has been part of my family's history for over 50 years now. I also came to the Club while serving on active duty and returned a number of times to participate in events at General Myatt's or the organization's request.

I worked with General Myatt in 1985 in the Marines, and kept up with him through the years. When he was the President and CEO here, I'd stop in to say hello and think, boy, what a cool job. I'd always ask him: *Hey, General Myatt, when are you retiring?...* thinking maybe there would be an opening for me. But I finally dropped that, realizing that he'd probably stay here forever.

So, when this opportunity was presented to me earlier this year, I thought, well, let me give it a shot. After all, I know the area; I really admire what the Club does, what it represents; and I have a long history of coming here.

**The Marines' Memorial is often described as a "best kept secret" in San Francisco. What would you like for every San Franciscan to think and feel about the organization and the Club itself?** I would like the average San Franciscan to look at the Marines' Memorial as one of *their* treasures, as one of *their* living memorials. I want them to know its long, rich tradition and history in this city. I want them

to know, understand and participate in all of the wonderful things that the Marines' Memorial does and stands for — and to really associate themselves with it.

In fact, we have a lot of wonderful supporters who are not members of this Association, but who work very closely with us on things like Fleet Week, volunteering with support programs for the troops, Blue Star Mothers, and many more. We're open to the general public for a lot of things, and we enjoy having that support within the community. Frankly, I hadn't realized until now the depth of support we do have in the community.

**What was your path to this position, and what attracted you to it?** When I was leaving the Marine Corps, everybody asked: *What do you want to do?* Well, I always wanted to be a Marine. That was done, and with no particular "home" to go back to, we rented a place in Annandale, Virginia. With most of our stuff in storage and our kids grown, my wife and I lived like a couple of college students. I wound up consulting for the government and we stayed there for 10 years, until this opportunity came along.

The best part about being a United States Marine is other Marines. Any Marine will tell you that. People ask me and other retired Marines: Do you miss the Marine Corps? Well, I don't necessarily miss all of the things I did as a Marine; those are best turned over to younger men and women. But as most

will tell you, I miss being around other Marines. I miss the camaraderie, the joviality, the buffoonery. This job gives me the opportunity to, once again, cavort with the finest people on earth, US Marines — active, reserve, former, retired, whatever — along with those who support Marines.

**It is called the Marines' Memorial Association, after all, but where do the other services fit in?** More than ever, we now recognize the importance of being affiliated. It took the Department of Defense a long time to get us as joint as we are today. I'm delighted to see all of the services participating here. And if you look at our membership numbers, Marines are, in fact, no longer the majority. It's the Navy, followed by Marines, a sizable proportion of Army members, then Air Force and Coast Guard. We are truly a joint organization.

**What do you think will drive the Association's success in fulfilling its mission in the coming years?** As the Greatest Generation passes, it is our transition from older members to younger ones that will drive our success. Sure, the Korea and Vietnam Veterans are holding a lot of the leadership roles in the organization, but they're not the future. The future is out there now, especially the post-9/11 group. They've done their time and served and sacrificed. Now they're making their lives and their contributions in the civilian community. Those are the ones that we need to attract to keep this organization going.

That's not a unique challenge to us today. I remember when I was a younger guy in the Marine Corps in the post-Vietnam era, people were saying: Do you go and join the VFW and the American Legion? And we'd say no, that's for the older guys! We're too busy doing what young people do. The younger ones will eventually come on board, but we need to be sure we're leaving them a good institution, a

good legacy, and the right shoes to fill.

**Is there any particular area — outreach, operations, fundraising, membership — that is in line for major growth or change?** All of the above, but not just change for change's sake. This institution is centered around this building, which is almost 100 yrs old. As with anything so old, we need to be careful about care and maintenance. I'm beginning to realize that we're going to have really pay attention to maintaining and improving this facility or we won't have a place in the future in which to take care of our Veterans and our members. That will take an infusion of money. We're going to create unique new ways to reach out to donors, and provide more services that will attract more revenue.

It's not that we haven't been doing a good job. General Myatt raised this place to a new level. I know what it was like before he got here, and it is not the same place; it's much, much better. So I recognize the challenge I have in succeeding him. He built a nice firm foundation, and now it's time to build on his success. We can't rest on the laurels of where we are in 2017. If you're not crossing the stream, if you're just standing in the middle of it, it's going to wash you away eventually.

**After successful military and civilian careers, what do you feel you still need to learn to achieve your goals here?**

I've had some non-profit experience, and I have broad experience in the Marine Corps. From 2000-2003, I was the commanding general at the recruit depot in San Diego. Part of my duties there was recruiting, part of them was recruit training, and the other part was being installation commander of the depot itself. On its 319 acres, there were restaurants, clubs, police and fire departments, stores, and entertainment facilities. It had a civilian labor force, as well. This experience helps, but the specifics that I now have to

know — to help supervise the running of a restaurant, hotel, membership organization, a staff of 170 people, making payroll, facing the challenges of being in San Francisco in an older installation — who says you can't teach an old dog new tricks?! Watching Gen Myatt walk out the door with his 16 years of experience in this position, I'm thinking to myself, it's a good thing he's only an email or a phone call away.

**You have a reputation for delivering your message with humor. Running the Marines' Memorial is serious business, but will humor figure into your leadership style here as well?** No doubt about it.

**What keeps you humming, outside of work?** I've been married for 44 years. My wife willingly followed me from duty station to duty station, allowing me to go do what I wanted to do, to follow my dreams of being a United States Marine. Now, I play golf poorly. I still work out. I like to read. And we spend time with our three kids and seven grandchildren — somewhere in all of that, there'll be a Marine! We also travel a good bit, often with a group of relatives and friends.

**What makes the Marines' Memorial so special, in your view?** Not only is this building a treasure, but the relationships we have with the people of San Francisco and the people that we serve are extraordinary. And I can't say enough about the people who are employed here. Because of their passion for serving our Veterans and their pride in being associated with the Marines' Memorial, they're truly civilian Marines. They're spirited, loyal, hard working, and have a can-do attitude. You'd never hear anyone say: *No, that's not my job.* It's always: *How can I help?* How could you turn down an opportunity to serve an organization like that?

Like the troops used to say: *Nothing left to it but to do it.*