

# Marine Air Support Squadron 2

## Commanding Officer's Command Philosophy



**People First. Mission Always. Balanced Excellence.**

I firmly believe that our Marines and their families are America's most valuable treasure. Their volunteer service of commitment and dedication to defend the Constitution of this great nation is nothing short of sacred. Therefore, my primary responsibility is to serve the Marines and families of this command as it is these Marines who support and defend the freedoms we enjoy.



- **People First**. Our command is centered around establishing a professional and caring climate where dignity, respect, and optimism prevail. We aim to create an environment where everyone feels supported and a valued member of the team. We invest in training, education, **empowerment, and trust** to develop **resilient and effective combat leaders** who can make tough decisions despite the chaos and fog of war. We are a **learning organization** that encourages innovation, creativity, and knowledge-sharing, adapting to the evolving nature of warfare, and embracing new technologies and tactics. We focus on cultivating **ethical Marines of character and honor**, upholding integrity, accountability, responsibility, and high moral standards both on and off the battlefield. Lastly, we prioritize fostering pride, **cohesion, and a sense of belonging** within our command by emphasizing **teamwork, camaraderie, and mutual support**. Through these efforts, we enhance morale and well-being on the command's Marines and their families.
- **Mission Always**. Our commitment to "Mission Always" underscores our readiness to fight at a moment's notice. As forward-deployed troops in potential adversary engagement zones, we understand the urgency of being the **first to fight** if called upon. To ensure preparedness, we continuously hone our skills, abilities and increase our understanding of ourselves, our equipment, and our adversaries. We maintain a **constant state of readiness**, capable of swiftly **transitioning from competition to contingency or conflict** with little to no notice. Every Marine is essential to the mission and the team; there is no bench or second string.
- **Balanced Excellence**. Our commitment to balanced excellence recognizes that unbalanced individuals and organizations are ineffective, inefficient, or prone to failure. Excelling in certain areas while being ineffective in others is not sustainable or desired. We aim to holistically develop Marines by increasing each Marine's **total fitness, tactical and technical proficiency, and leadership ability** in a balanced manner. We also emphasize organizational balance by ensuring administrative soundness that matches our operational capabilities. We are **uncompromising in our discipline, conduct, and adherence to standards**. We are proactive in identifying our own weaknesses and actively work to **convert weak areas into strengths**. Through balanced excellence, we maximize our effectiveness and success in all aspects of our operations.

I expect every Marine in this command to be **committed to excellence, conduct themselves with honor, take care of each other, and be ready for combat**. Our ability to accomplish the mission while ensuring the well-being and development of our Marines and their families how we define success. We shall rise to the challenge and make our mark as a cohesive, resilient, and formidable fighting organization.

*Oldest...Proudest!*

D. F. KNUDSON III  
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Commanding Officer  
Marine Air Support Squadron 2