



DEPARTMENT OF THE AIR FORCE  
AIR FORCE RECRUITING SERVICE (AETC)

24 Sep 2007

FROM: Lt Col Ronald L. Jackson  
347 RCS/CC  
350 E. College Ave, Bldg 301  
Milwaukee, WI 53207


SUBJECT: Letter of Recommendation for Chaplain (Dr.) Michael Marshall

It is with great honor and pride that I write this letter of recommendation for Dr. Michael Marshall. The 347<sup>th</sup> Recruiting Squadron consists of 104 personnel dispersed over 37K square miles and I'm responsible for leading, training, and motivating each one of them. I couldn't function as a commander without the direct assistance of Dr. Marshall on a daily basis. He is a Commander's Chaplain...the glue that keeps my squadron together. I rely on his outstanding ecclesiastical abilities, love for my troops and genuine concern for our mission constantly. He answers the call to duty any time, any place or any situation.

When it comes to speaking, Dr. Marshall is a gifted communicator and leader. On several occasions I have asked him to speak to my squadron members during my Commander's Call. He brought a sweet spirit of caring and love for my troops while sharing important life messages with them. My troops are eternally grateful to be associated with such a fine, upstanding and articulate chaplain. In fact, they would not hesitate to call him during their time of need to discuss important family, financial, or personal matters.

Dr. Marshall is a man of high moral character, who possesses outstanding ecclesiastical, leadership and mentorship abilities. He is an invaluable member of my squadron and I have no doubt that he will be an outstanding asset to your organization.

Sincerely,

  
RONALD L. JACKSON, JR., Lt Col, USAF  
Commander, 347<sup>th</sup> Recruiting Squadron