



DEPARTMENT OF DEFENSE
MILWAUKEE MILITARY ENTRANCE PROCESSING STATION
11050 WEST LIBERTY DRIVE
MILWAUKEE, WISCONSIN 53224-3630

MCO-EMW (310-2d)

July 11, 2007

MEMORANDUM FOR: Whom It May Concern

SUBJECT: Letter of Recommendation and Endorsement for Dr. Michael G. Marshall

1. It is with great pleasure that I offer my strongest endorsement to Dr. Michael G. Marshall for his work in ministry and especially his work in ministering to the needs of military members and military families around the world. Dr. Marshall is a man I respect for his love in serving his country by serving those in uniform. He is one of only a few individuals I will ever seriously consider consulting when in need of spiritual support and counseling.
2. Dr. Marshall holds the rank of Lieutenant Colonel in the United States Service Command and is the lead Chaplain for a team of six volunteer chaplains that serve the Milwaukee MEPS; however, his leadership and influence extends beyond Milwaukee to the Great Lakes Naval Base, the 347th Air Force Recruiting Station, the Civil Air Patrol, Scott Air Base in Illinois and to several American and foreign military bases around the world. He is a leader who ensures ministerial needs are met for my staff and for thousands of military applicants of every branch of service that pass through my doors enroute to basic training.
3. His chaplain team provides direct support to my organization in numerous ways, which include: Ministry of Presence, Crisis Ministry, Family Ministry, and Healthcare Ministry. During the Inspector General inspection from my higher headquarters, an event that reveals my organization's success or failings, Dr. Marshall's team was specifically mentioned, and received the highest rating of support, for positively affecting the organizational climate.
4. Dr. Marshall understands the military's mission and business methodology. That knowledge makes him and his team a "combat multiplier" for my command and for units around the world.
5. Please feel free to contact me through Dr. Marshall if you have any questions about this letter of recommendation and endorsement.

A handwritten signature in black ink, appearing to read "A. C. Shaw", is written over a horizontal line.

Alan C. Shaw
Major, USA
Commanding