

# *Pass in Review*

Serving "The Oldest Post of the Corps"

July 1995



**United States Naval  
Academy Company  
gets down and dirty  
during annual field  
training**

*Barracks Change of Command*

● *New CMC and SgtMaj of MC*

# Changes of Command



## Headquarters and Service Company

**Capt. Frank E. Toy III** accepts the Headquarters and Service Co. guidon from **Maj. G. Patrick Fontaine** during the ceremony. **Maj. Fontaine** was assigned to I Marine Expeditionary Force, Camp Pendleton, Calif. (Photo by Cpl. Matthew H. Gray)



## Marine Corps Institute Company

**Maj. Donna A. Gerlaugh** (right) proudly assumes command of the company from **LtCol. John T. Boggs, Jr.** **LtCol. Boggs** was assigned to 1st Marine Division, Camp Pendleton, Calif. (Photo by LCpl. Chance D. Puma)

## United States Naval Academy Company



Above: **Capt. Paul J. Zippel** accepts the guidon during a recent ceremony. **Capt. Zippel**, formerly of the Marine Corps Institute, replaced **Capt. Stephen J. Clark**, who begins classes at the FBI Academy, Quantico, Va., July 24. (Photo by PFC James A. Lightsey)

## Company B



**Capt. Adam J. Copp** takes the Company guidon from **1stSgt. Glen T. Ripkoski** as he relinquishes command to **Capt. James F. Glynn** during a recent ceremony. **Capt. Copp** was recently selected for the rank of major. **Capt. Glynn's** previous assignment was Barracks Morale, Welfare, Recreation Officer. (Photo by LCpl. Chance D. Puma)

Public Affairs Office  
Marine Barracks  
8th & I Sts, S.E.  
Washington, D.C.  
20390-5000  
**(202) 433-4173**

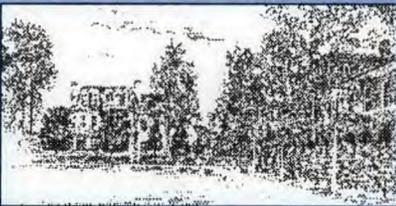
**Commanding Officer**  
Col. John B. Sollis

**Public Affairs Officer**  
CWO-2 Joe Boyer

**Press Chief**  
SSgt. Stephen M. Williams

**Editor**  
Cpl. Mary L. Ford

**Assistant Editor**  
LCpl. Chance D. Puma  
LCpl. Jerry D. Pierce, Jr.



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## On the Cover

*Marines from United States Naval Academy Company take part in their annual field training exercise at Marine Corps Combat Development Command, Quantico, Va. (Photo by SSgt. Stephen M. Williams)*

## Features...

### USNA Company



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## Marine marksman ties trap shoot record at world cup competition

MCNEWS — A trap shooter from the Marine Corps Rifle Team tied a world record at the world cup competition at Lahti, Finland, June 10.

MSgt. Ray Ycong, a primary marksmanship instructor with Weapons Training Battalion, MCCDC, Quantico, VA., hit all 125 shots in the Olympic Trap Class.

"I just stuck to the fundamentals of marksmanship," Ycong explained. "I'm happy I tied the world record, but my goal is now to make the Olympic team."

Ycong has been competing with the United States Team and will continue to do so through September. Dur-

ing this time, he will compete in two of the three qualifying matches for the Olympics. The National Championships in July is the first with a possible 300 targets.

Ycong began his shooting career when the Corps was looking for shotgun shooters seven years ago; already an expert shooter with the rifle and pistol, Ycong gave it a try and excelled. He has since competed in many national and international competitions, with the support of the Marine Corps Morale, Welfare and Recreation Activity. He credits much of his success to the United States Army Marksmanship Unit.

"My coach at Fort Benning has really taught me a lot and has been a key to my added success," Ycong said.

Ycong also credits Weapons Training Battalion for many of his achievements in shooting.

"The marksmanship program at Quantico is the best," Ycong explained. "They taught me to stick to the basics and apply the fundamentals, which in turn has made me a solid shooter."

Ycong might be looking over his shoulder at the competition since he has a world record under his belt. All Ycong can do is take aim, relax and squeeze that trigger to the rear and be confident the bullet will strike gold.

## New Deputy Secretary of Defense sworn in

MCNEWS — John White, a former Marine officer, was sworn in as Deputy Secretary of Defense recently in a ceremony presided over by Secretary of Defense William Perry following Senate confirmation by unanimous consent.

Deputy Secretary White most recently served as the chairman of the Commission on Roles and Missions of the Armed Forces, a Congressionally mandated study charged with providing an independent review of the roles and missions of the Armed Forces to Congress, the Secretary of Defense and the Chairman of the Joint Chiefs of Staff.

He was also the director of the Center for Business and Government at the Kennedy School of Govern-

ment at Harvard University.

From 1988 to 1992, he was general manager of the Integration and Systems Products Division and vice president of the Eastman Kodak Company.

He was CEO and chairman of the board of Interactive Systems Corp. from 1981 until it was sold to Eastman Kodak in 1988.

Deputy Secretary White served as deputy director of the Office of Management and Budget from 1978 to 1981 and Assistant Secretary of Defense for Manpower, Reserve Affairs and Logistics from 1977 to 1978.

Prior to his government service, he was at the Rand Corporation from 1968 to 1977 where he was senior vice president for National Security

Research Programs.

Deputy Secretary White enlisted in the Marine Corps from Ithaca, N.Y. on June 15, 1959 and was commissioned in September 1959.

Deputy Secretary White, a tank officer, was discharged from active duty as a 1stLt. in September 1961.

After receiving his honorable discharge, Deputy Secretary White joined the Marine Corps Reserve and achieved the rank of major during 10 years of service before leaving the reserves in August 1972.

Deputy Secretary White holds both an M.A. and Ph.D. in economics from the Maxwell Graduate School at Syracuse University, and a B.S. in industrial and labor relations from Cornell University.

## Recruiter Assistants needed

**MCNEWS**— Volunteers for the Marine Corps' Permissive Recruiter Assistance Program and Permissive TAD Program are needed immediately at the following locations:

Recruiting Station Charleston, W. Va. (covers West Virginia, southern Ohio, portions of northern Virginia, and northeastern Kentucky). Contact SgtMaj. William G. Workman at (800) 662-2909;

Recruiting Station Nashville,

Tenn. (covers Tennessee and northern Alabama). Contact SSgt. Whack at (800)-782-2862;

Recruiting Station San Francisco (covers northwestern California and the cities of San Francisco, Monterey and Eureka). Contact MSgt. Montana at (510) 865-7965;

The Recruiter Assistance Program is for recent graduates of recruit training, Marine combat training or initial formal schools. Marines are assigned

up to 14 days.

Permissive TAD is for Marines on active duty, preferably privates through sergeants. Marines are assigned up to 30 days to assist their hometown recruiting commands at no expense to the government.

Marines participating in either program can earn valuable incentives such as meritorious promotions, bonus points for composite scores, and comments on fitness reports.

## Marine Corps Recruiting Service Ribbon established

**HQMC** — The Secretary of the Navy has approved a new Marine Corps Service ribbon recognizing the challenges and successes of Marine Corps Recruiters.

General Carl E. Mundy Jr., 30th Commandant of the Marine Corps, provided a strong endorsement on the proposal for the recruiting ribbon. "I recognize that many jobs are tough - off and on. Recruiting is the only job I know that's tough all the time, and where success is measured each and every thirty days times thirty-six months. Recruiters are our life blood," General Mundy said. Gen. Mundy presented the first recruiting ribbons during a ceremony at Headquarters Marine Corps on June 26.

The Marine Corps Recruiting Service Ribbon is the first Marine Corps ribbon to restrict eligibility to specific billets. Marines with a military occupational specialty of 8411 or 8412, or who have served in an MOS 8411 or 8412 billet are eligible, along with officers who have served as a recruiting station commanding officer, executive officer, operations officer, or officer selection officer and the recruiting station

sergeant major. Command recruiters and recruiter aides are not eligible for this award.

Prior service recruiters are eligible for this award upon completion of 36 months of consecutive service in an 8411 billet.

Details on eligibility requirements can be found in ALMAR 95/181.

Eligible Marines will receive the ribbon after successful completion of their tour of duty. Marines and officers who were transferred before their original projected rotation date may receive this award if they have completed a minimum of 30 months of recruiting. Recruiters who were relieved for cause or for good of the service from recruiting duty are not eligible for the ribbon. Waivers of the 30-month minimum requirement will be considered on a case-by-case basis by the Commanding General, Marine Corps Recruiting Command.

The Marine Corps Recruiting Service Ribbon will be awarded retroactive to January 1, 1973, reflecting the establishment of the all-volunteer force.

Authority to award the Marine Corps Recruiting Ribbon is delegated to commanding officers.

The Marine Corps Recruiting Service Ribbon symbolizes the dress blue trousers. The ribbon has a red blood stripe centered on a blue background and consists of a ribbon bar only. No citation or certificate will be issued. The ribbon will be worn after the Navy and Marine Corps Overseas Service Ribbon and before the Armed Forces Reserve Medal.

The last two Marine Corps-specific awards to be approved were the Marine Corps Reserve Ribbon established in December 1945, and the Marine Corps Expeditionary Medal authorized in May 1919. The Marine Corps Good Conduct Medal, which is awarded only to enlisted Marines, was approved in July 1896.

The Marine Corps Recruiting Service Ribbon will be available at Marine Corps exchanges in August or may be requisitioned from the Merritt Ribbon Company, 30 Davids Drive, Hauppauge, N.Y. 11788. The phone number is (516) 435-0414.

## Marine's remains identified and returned from Vietnam

**A F I S** — Remains of a Marine missing in Southeast Asia since December 1967 have been identified and returned to his family.

Searchers recovered the remains of Sgt. Frederick J. Burns of Nassau County, N.Y. from a prisoner of war camp cemetery located between Chu Lai and Tam Ky in Quang Nam Province, Vietnam, said a spokesperson for the Army Central Identification Laboratory, Hawaii.

Burns, born July 11, 1949, was reported missing shortly after his 10-man

squad moved out on a night patrol mission on Dec. 25, 1967, lab officials said.

"According to a returning POW, then-Pvt. Burns was captured on Dec. 26, 1967, after being separated from his patrol," a lab spokesperson said. "Documents provided by Vietnamese officials indicate Burns died Jan. 2, 1969, while in captivity."

Burns' remains were repatriated as a result of efforts by a joint American-Vietnamese search and recovery team, officials said.

## Flag Warning System Implemented

To help prevent heat casualties, a flag warning system has been implemented here.

**GREEN** — (Wet-Bulb Globe Temperature Index of 80-84 degrees F) Heavy exercises for unacclimatized personnel is conducted with caution and under constant supervision.

**YELLOW** — (WBGTI of 85-87 degrees F) Strenuous exercises, such as marching at standard cadence, are suspended for Marines who have not

acclimatized at least two or three weeks.

**RED** — (WBGTI of 88 - 89.9 degrees F) All physical training is halted for troops who have not thoroughly acclimatized by at least 12 weeks of living and working in the area. Thoroughly acclimatized troops may carry on limited activity not to exceed six hours per day.

**BLACK** — (WBGTI of 90 degrees F) All strenuous nonessential outdoor physical activity is halted for all units.

## Tell it to a Marine...

"The vast majority (of past and present active duty women) like me, are women from ordinary backgrounds who have been given the opportunity to do some extraordinary things by serving in the military" — *MGen. Carol A. Mutter, during the June 22 groundbreaking ceremony for the Women in Military Service for America Memorial at Arlington*

*National Cemetery, Va.*

*MGen. Mutter, a Greeley, Colo. native, is the senior ranking woman in the armed forces on active duty today and represented women officers of all services at the ceremony, in addition to introducing President Clinton.*

*MGen. Mutter was promoted to her present rank in June 1994.*

## USA baseball seeks military family

A military family will be sent to the 1996 Summer Olympic Games in Atlanta, Ga. as "America's Youth Baseball Military Family" by USA baseball, the national governing body of amateur baseball.

Entry forms and information about the program can be found at local commissaries. Nominations must be submitted by March 1, 1996.

Nominees must meet the following criteria:

\*At least one member of the family must be active duty military.

\*At least two members of the family must participate in or support youth baseball (either league or scholastic level through high school)

\*Family members must display extraordinary enthusiasm, dedication, and support of youth baseball in their community.

\*Family members must exhibit fair play and sportsmanship in their support of youth baseball.

Nominations can be submitted by different organizations, or by the family themselves.

Each nomination must be submitted with a letter explaining why that particular family is deserving of the honor. Supporting material such as newspaper clippings, photos and certificates may be included with the entry.

For more information, call 1-800-229-4758.

## CNO says focus is on current readiness

**AFIS**—Military leaders must balance today's uncertain needs with tomorrow's requirements.

But if they have to tip the balance in favor of one alternative, ADM Mike Boorda favors readiness for today's challenges.

ADM Boorda, Chief of Naval Operations, spoke at the U.S. Naval Institute's recent annual Annapolis Seminar.

Although he said he was asked to give a "state of the Navy" address, he gave what he called a "state of defense" talk.

"What a big difference a little bit of time can make," said ADM Boorda. "Four years ago, when I came to Europe (as commander in chief, Allied Forces Southern Europe), we were talking about a peace dividend, about very small services and how to get people out as quickly as we could.

"We were in a freefall situation without a good feel for how many Army divisions we would have or Air Force tactical wings or Navy ships." With the Cold War over, people thought they could spend money on something besides defense, the CNO said.

"Now we ask, have we cut too much, too fast?" he said.

The Navy leader said he no longer hears about the peace dividend. Instead, he's always being asked, "Are we ready now, and will we be ready in the future?"

ADM Boorda said such questions are music to his ears. But he's not pleased when he hears questions indicating a trend toward isolationism.

"No one uses the word isolationism, but they're saying, 'Bring everyone home,' 'What is our vital interest

here anyway?' - and you pick the place," he said. "That's an easy thing to say, because our country's done that again and again and again after every major war, and it's always led to the next one."

But now, for the most part, instead of isolationism, military planners worry about how best to be forward, he said.



*Chief of Naval Operations ADM Mike Boorda. (Official USN photo)*

Four years ago people wondered whether NATO had become irrelevant.

"But I think time has taught us to work and say how we strengthen NATO, how it fits with the United Nations and other organizations," he said.

ADM Boorda said since the overseas drawdown the United States is increasingly dependent on sealift. Military analysts believe Iran is building up its ability to threaten free use of the Straits of Hormuz, he said.

"That bothers us to no end from an economic viewpoint, with all the

oil that flows through there, but also our strategy for fighting in that regions means you've got to be able to get through there," he said. "And that is worrisome."

Although he doesn't claim to have a recipe, ADM. Boorda's strategies are forward presence and short-term readiness.

He said among those who are no isolationists, "the talk is about engagement and who can do forward presence best. Of course, we know that's the Navy and Marine Corps." He smiled at the audience.

He said about 80 percent of the military currently deployed overseas wear Navy or Marine Corps uniforms. However, the two services got a small share of the recent supplemental appropriation to cover contingencies, because they were "there" anyway.

He said then-Marine Corps Commandant Gen. Carl Mundy referred to the Corps as the "911 force" - first to arrive in an emergency. As for the Navy, ignoring the importance of forward presence invites the danger of becoming irrelevant.

"If we're in Norfolk or San Diego, we're too far away to do our job. We must be there in time to control the crisis before it goes out of control. We can't do that if we're 30 days away. You need to be there, our strength is being there."

ADM Boorda said the choice between investment in the future and maintaining current readiness is a hard one.

From where he sits, the choice is clear: "I say focus on the near term, because if you don't, 2020 may not be relevant at all."

# Life in the fast lane

## *Co. A Marine satisfies need for speed on All-Marine Corps Track Team*

Being selected as a marcher with one of the line companies of The Oldest Post of the Corps is a prestigious assignment for a Marine in the beginning of his career.

LCpl. Kelvin D. Paulk, a mortar man with 1st Platoon, Company A, has been chosen to join another select group. Paulk, who joined the Marine Corps in April 1993, was recently selected for the 1996 All-Marine Track Team, based at Marine Corps Base, Camp Pendleton, Calif.

"I was thrilled about making the team, partly because of all the hard work and time I put forth into making this happen," Paulk said.

Paulk became interested in track as a junior while attending Appling County High School in his hometown of Baxley, Ga.

"I was always fast as a youngster growing up, but my second-oldest brother, Melvin, got me interested in high school athletics," said Paulk, the fifth of nine sons.

Paulk ran the same events in high school that he'll run as part of the All-Marine Track Team: the individual 400-meter,

400-meter relay and 1,600-meter relay.

"Our relay team placed fourth in state competition my junior year and third in state my senior year. I also placed in the top six state-wide my senior year," Paulk said. "The success I achieved after competing for such a short time motivated me to work

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***"He has an outstanding work ethic and puts 100 percent into whatever he's doing, be it marching, physical or otherwise."***

— Cpl. Joseph A. Norton,  
Company A

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harder."

Paulk became interested in the All-Marine Track Team after seeing a competition on television.

"I saw the team on TV and thought it would be great to be a part of that."

Paulk joined the Marine Corps after graduating from high school out of a longing to experience life outside the confines of his small hometown. After maintaining his interest in the All-Ma-



LCpl. Kelvin D. Paulk

rine Track Team for a year, Paulk tried out for and made the Marine Corps Combat Development Command, Quantico, Va. Track Team in April.

"I had to compete in local track meets and had to have a 49-second qualifying time in the individual 400-meter relay before I could join the Quantico team," Paulk said.

His willingness to make the daily commute to Quantico during evening rush hour traffic, his attitude and ability to blend in with the team also influenced team personnel to select him as a member. Upon joining the Quantico team, Paulk discovered that he was in step, training-wise, with his fellow teammates.

"When I joined the team, the other members were concentrating more on technique, after having leveled off on speed.

speed, as well," Paulk said.

As a member of the Quantico team, the 5'11"-Paulk placed in the top five in both solo and relay events in various meets in California, West Virginia and Hampton, Va.

Paulk was selected for the All-Marine team based on his performances during meets as a part of the Quantico team. He also ran his portion of a 400-meter relay in 48 seconds, his fastest time this year.

Although he was selected for next year's lineup, Paulk has already begun an intense training regiment with his Quantico teammates.

"We do an hour of weight training in the morning, followed by one mile of warm-ups to enhance fundamentals and technique," Paulk said.

The Marines end the training session with one mile of cool downs after running several sprints from 600 to 100-meters in length.

Some Marines feel the word "intense" is an accurate way to describe the way Paulk trains for everything.

"LCpl. Paulk takes training very seriously, whether it's for drill or running," said GySgt. Jimmie A. Blair, Company Gunnery Sergeant, Company A. "He also has a good attitude."

The 195 lb.-Paulk is looking forward to transferring to Camp

Pendleton next year to train with the team full-time. Running, like being a marcher, gives him self-satisfaction and fills him with pride.

"Being a marcher and running have a lot in common. You either train hard or you don't, you're either good or you're not," Paulk said.

Paulk believes in setting stan-

ever, when the Navy cleaned house at this year's Armed Forces Track Tournament at University of California at San Diego in May, it motivated me to start preparing in earnest for next year's," Paulk said.

Paulk, who plans to attend college on a track scholarship after leaving the Marine Corps in April 1997, credits the Corps for making him a more aggressive athlete and enhancing his work ethic.

Paulk's family is not surprised by his success, on the track or in the Marine Corps.

"My family knew I would be successful, but they're still very proud of me and what I accomplish."

Paulk is noted by his peers for the work ethic he brought to "The Oldest Post of the Corps."

"He has an outstanding work ethic and puts 100 percent into whatever he's doing, be it marching, physical training or otherwise," said Cpl. Joseph A. Norton, Squad Leader, 1st Platoon, Company A. "He will take charge of the platoon, if necessary, and always does a superb job with a great attitude," said Norton.



LCpl. Paulk's 1996 All-Marine Track Team membership certificate signed by then-Commandant of the Marine Corps Gen. Carl E. Mundy, Jr. (Courtesy of LCpl. Paulk)

***"I was thrilled to make the team, partly because of all the hard work and time I put forth into making this happen."***

*— LCpl. Paulk on making the 1996 All-Marine Track Team*

dards, not goals, and plans to do so next year with the team.

However, last year's Armed Forces track Competition inspired Paulk to set one goal.

"At first, I ran because of my personal standards. How-

**By**  
**Cpl. Mary L. Ford**

# Multi-purpose building rises at Home of the Commandants

A new multi-purpose building in the garden of the Home of the Commandants was put in service June 16 after a five-week construction project by a local reserve Seabee detachment.

The new building replaced a greenhouse that had been originally constructed with asbestos and lead, according to LtCol. Bruce R. Woodard, Logistics Officer at Marine Barracks, Washington, D.C.

"The new building replaced an environmentally unsafe and structurally unsound building that had been constructed in 1937," the Phoenix, Ariz., native said.

The old structure was demolished

in April by civilian contractors with strict adherence to Environmental Protection Agency guidelines for the disposal of hazardous waste.

The new building was built by Seabees of Naval Mobile Construction Battalion-23, headquartered at Ft. Belvoir, Va., according to Petty Officer 2nd Class Brian S. Pagliaroni of Swansea, Mass.

The three-room, 28-by-22 foot building took 340 blocks and 15 cubic yards of concrete to complete. The building includes a plant repotting and reseeding room with two skylights, along with two separate storage rooms. The construction was done primarily by Pagliaroni and other Seabees on Active Duty



**LCpl. Samuel O. Polk, Jr., Company A, adjusts the scaffolding on the multi-purpose building. (Photo by LCpl. Chance D. Puma)**

Training, with assistance from Marine working parties.

"The new building cost approximately \$23,000 to build, one-fifth of what the original estimates from civilian contractors were. Plus, the construction was completed before the new Commandant of the Marine Corps took office," said Woodard.

"This was an example of the way to do things right," Woodard continued.

"We worked within the system to construct a fantastic building in a timely manner at a tremendous savings. This was a win-win situation for everyone."

According to Pagliaroni, who was the chief of construction for the project, "The Marines were great. They bent over backwards to help. Whatever we needed, they came through with."



**PO2 Brian Pagliaroni, NMCB-23, hammers a nail into place during construction of the multi-purpose building in the garden of the Home of the Commandants. (Photo by LCpl. Chance D. Puma)**

By  
**SSgt. Stephen M. Williams**

## On-the-record offenses

**Several Barracks Marines received Non-judicial punishment recently.**

On June 5, a PFC from H&S Co. was found guilty of failing to go at the prescribed time to his appointed place of duty at the Marine Barracks Rifle Range detail. He was awarded forfeiture of \$200 pay. The forfeiture was suspended.

On June 6, a LCpl. From H&S Co. was found guilty of failing to have an appropriate haircut and proper shave before assuming his duties. He was awarded forfeiture of \$200 pay, 14 days restriction and 14 days extra duty.

On June 8, a LCpl. from Co. A

was found guilty of stealing \$278.03 by making long distance phone calls on a U.S. government phone. He was awarded reduction to PFC and 30 days correctional custody.

On June 9, a LCpl. from Security Co. was found guilty of being UA for one day. He was awarded forfeiture of \$100 pay, seven days restriction and seven days extra duty.

On June 9, a PFC from H&S Co. was found guilty of being UA from 30 May through 3 June. He was awarded forfeiture of \$200 pay, 14 days restriction and 14 days extra duty.

On June 22, a PFC from H&S Co. was found guilty of drinking alco-

holic beverages in the BEQ while being under the legal age of 21 and being drunk and disorderly. He was awarded forfeiture of \$100 pay and 14 days restriction.

On June 26, a LCpl. from Co. B was found guilty of using an altered ID card to enter a nightclub where the age limit is 21 and wrongfully altering and using the ID card. He was awarded forfeiture of pay of \$232 pay, 14 days restriction and 14 days extra duty.

On July 6, a PFC from Co. B was found guilty of possessing two driver's licenses with altered birthdates. He was awarded forfeiture of \$223 pay, 14 days restriction and 14 days extra duty.

## "The President's Own" celebrates birthday

On July 11, "The President's Own" U.S. Marine Band celebrated its 197th birthday. President John Adams signed an Act of Congress on July 11, 1798, establishing the United States Marine Band of 32 drummers and fifers.

Since then the band has grown and played an important role in the cultural and ceremonial life of the nation. The band made its White House



has performed for every president since Thomas Jefferson.

Under the leadership of its 17th director, John Philip Sousa, the band

gained international acclaim and performed the first of many national concert tours. The Marine Band was one of the first musical groups to be recorded on Edison's phonograph and broadcast over the airwaves by radio.

Today, the band continues the tradition of musical excellence and thrills thousands of concert-goers annually, whether performing at the White House, the National Capitol Mall or during its concert tour.



*Gen. Charles C. Krulak, 31st Commandant of the Marine Corps, receives the Marine Corps colors from his predecessor, 30th Commandant Gen. Carl E. Mundy, Jr. as the former and current Sgtsmaj. of the Marine Corps look on. (Photo by HQMC)*

## Gen. Krulak takes helm, sets goals

**MCNEWS**—Gen. Charles C. Krulak, in a message to Marines July 1, issued his intent for the Marine Corps as it moves to the 21st Century. After assuming the helm of the Marine Corps from his predecessor, Gen. Carl E. Mundy, Jr., the 31st Commandant defined his intent in “five pillars” that represent his “most strongly held beliefs.”

The first pillar is warfighting. Gen. Krulak said the most important responsibility of the Marine Corps is to win the nation’s battles. He said: “No matter what the crisis, no matter what the threat, the nation must have one thought: ‘send in the Marines!’”

He intends to encourage “innovation, ingenuity and a willingness to continually adapt to changes.”

Besides winning battles, the Marine Corps makes Marines. People are his second pillar. Gen. Krulak said, “People are our most precious asset and we protect them by the fair, scrupulous, and unbiased treatment of all Marines as individuals — caring for them, teaching them, and leading them.”

Third in his vision are the core values of honor, courage and commitment. They will not be merely words, said Gen. Krulak, but should “frame the way we live and act as

Marines.”

The fourth pillar is education and training. Gen. Krulak intends to vigorously pursue new technology such as simulation, virtual reality, models, and various warfighting games. Education will become central to all Marines, not only a select few. He added that, “To be effective, education and training must be both challenging and fun.”

Because the Navy and the Marine Corps are “inextricably linked,” Naval character is the final pillar. Krulak intends to work closely with the Chief of Naval Operations to strengthen the bond between the two

services and to seek innovative ways to increase the value of the versatile and unique warfighting capability they provide to the nation.

Gen. Krulak intends to engage all Marines in the communication process to find out what the Corps and its leadership is "doing right, what we are doing wrong, what we are doing that we should not be doing and, finally, what are we failing to do that badly needs doing."

He concluded his message by asking all Marines to join him "at the helm as we chart our way towards the 21st century."



*Gen. and Mrs. Carl E. Mundy, Jr., as the outgoing commandant and his lady, salute the new commandant and his lady, Gen. and Mrs. Charles C. Krulak. (Photo by HQMC.)*

## SgtsMaj. Post and Relief



*SgtMaj. Harold G. Overstreet, the 12th SgtMaj. of the Marine Corps, salutes Commandant of the Marine Corps Gen. Carl E. Mundy, Jr. during the June 29th post and relief ceremony here. SgtMaj. Overstreet was relieved by SgtMaj. Lewis G. Lee, formerly SgtMaj., Marine Forces Hawaii. (Photo by HQMC)*



*U. S. Naval Academy Marines practice throwing hand grenades during their training. (Photo by SSgt. Stephen M. Williams.)*

**T**he defenders never knew what hit them. Hiding comfortably within the limits of Combat Town at Marine Corps Combat Development Command, Quantico, Va., in the early morning hours, they never sensed the impending attack from a section of guard Marines of U.S. Naval Academy

Company, Marine Barracks, Washington, D.C.

The attackers, lead by Cpl. Michael A. Powers of Monroe, Mich., “took our objective easily. There were four people inside the town. We took one prisoner of war and killed three enemy defenders.”

The attack came at the end

## U.S. Naval Academy Marines take their objective in annual field training at Quantico

of a night-long patrolling exercise and was just a small part of a week-long training exercise for each of the three guard sections of USNA Co. The annual training included live-fire of M60E3 and M16A2 weapons as well as firing practice rounds with M203 grenade launchers and throwing practice hand grenades. The tactical training included night live-fire of M16A2 service rifles with AN/PVS-4 night scopes. Other training included low-light weapons disassembly and assembly, range estimation and fire commands. Yet, with all of the high power

hardware at their disposal, many of the Marines said the highlight was the attack on a target with live defenders.

"Our people stayed motivated," according to Powers. "They learned a lot. This was the first time that we had patrolled. The best part was the attack."

Another exciting highlight of the training included the pre-dawn ambush of an enemy convoy.

"I liked the ambush," said LCpl. Rebecca D. Pauley of Mesa, Ariz. "I've learned a lot. I thought that this (field) training was going to be

terrible," said the petite Security Forces Marine. "I've enjoyed this training. My biggest goal was making sure that I didn't lose sight of my fellow Marines during the night patrol."

"This was maintenance training - basic skills sustainment," said Sgt. Patrick M. Schoof, of Plano, Texas, the company training NCO and operations chief. The field training brought home the hours of classroom instruction and weapons maintenance practiced weekly in the company area of the historic U.S. Naval Academy.

"Every time they go to the field, they learn something new," Schoof said.

His thoughts were echoed by squad leaders of the one week training packages.

"This is the first field training most of the Marines have had since School of the Infantry," said Sgt. Maynak J. Patel of Gastonia, N.C. "We get a lot of classroom instruction. When we do go to the field, we go all out," he said. "This is better than the fleet."

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*By*  
*SSgt. Stephen M. Williams*



*U. S. Naval Academy Co. Marines practice clearing techniques during training. (Photo by SSgt. Stephen M. Williams)*



*Col. John B. Sollis addresses the audience during the United States Naval Academy Company redesignation in February 1994. (Official U.S. Marine Corps photo)*

## ***Barracks CO says goodbye to Corps' Oldest Post for the second time***

**F**ollowing a centuries-old tradition here on the historic grounds of "The Oldest Post of the Corps," Col. David. G. Dotterer became Marine Barracks, Washington, D.C.'s 107th commanding officer and the 56th Director of the Marine Corps Institute July 19. He relieved the 106th commanding officer, Col. John B. Sollis, who had served in that post since Dec. 4, 1992.

Col. Sollis, who has commanded

the Barracks since Dec. 4, 1992, is slated to become the Operations Officer, Marine Forces Pacific.

Col. Dotterer's prior assignment was the commanding officer of 1st Air Naval Gunfire Liaison Company.

In remarks before the change of command ceremony, Col Sollis said, "The difference between the Barracks and the rest of the Marine Corps is how much the people at the Barracks care ... care about

each other and the mission. The care quotient here is so much higher."

The Evanston, Ill., native added, "8th and I is supposed to be more than what you can expect anywhere else."

A Barracks officer who held the positions of platoon commander, parade adjutant, staff officer and White House Military Social Aide from 1974 to 1978, Sollis feels fortunate to have returned to command the Corps' oldest post.

"I love 8th and I—I truly do," he

added. "I'm going to miss the Marines here that I've been fortunate to serve with."

Mrs. Sollis, a New York, N. Y., native, said, "You're surrounded by nice people here. You always get a cheery good morning. You feel very safe and secure here. I hope that we've made a positive impression on the Marines here, because we care so much about them."

The colonel explained, "There are so many good Marines here. Everyone here feeds off the positive energy of everyone else. Everyone here wants to hold up their end of the deal. No one wants to be the one to let his fellow Marines down."

His reminder for the Marines who will continue to serve at the Barracks is to, "Never forget that they are the Marine Corps' best advertisement. They owe that to themselves and to each other. They owe that to the middle aged person that they will one day become."

Jovially, the colonel concluded, "In my next tour at the Barracks, I want to play mellophone in the Drum and Bugle Corps."

Col. Dotterer served at the Barracks between 1975 and 1978 as first platoon commander, Company B, and as adjutant.

"Because I've been here before, I know the quality of the Marines here. I know how many good people there are here to get things done," said the Everett, Wa., native, who grew up in Eugene, Or.

His words of wisdom for the Marines, sailors and civilian Marines of "The Oldest Post of the Corps" are, "Be proud of who you are and what you represent."

After graduation from Oregon State University in 1973 with a degree in business administration, Col. Dotterer was commissioned a second lieutenant in the United States Marine Corps. Upon graduation from the Basic School, Marine Corps Combat Development Command, Quantico, Va., he attended the U.S. Army Ranger School before reporting to the 3rd Marine Division in

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*"The difference between the Barracks and the rest of the Marine Corps is how much the people at the Barracks care...care about each other and the mission. The care-quotient here is so much higher."*

— Col. John B. Sollis

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Okinawa, Japan. He served as a rifle platoon commander and later participated in Operation Frequent Wind, the evacuation of Saigon.

In October 1978 he became a Staff Platoon Commander for a student company at The Basic School in Quantico. He attended the Amphibious Warfare School from August 1979 to June 1980.

Col. Dotterer was then assigned to the 1st Battalion, 2nd Marines, 2nd Marine Division at Camp Lejeune, N.C., serving as the battalion logistics officer, rifle company commander, and battalion operations officer. From 1983 to 1986 he served as the

Marine Officer Instructor at the University of Washington in Seattle, Wa.

He attended the U.S. Army Command and Staff College at Fort Leavenworth, Ka., and earned a Masters of Military Arts and Science in Military History degree in June 1987. He served as the Amphibious Operations Officer of the C/J3 Directorate of the Combined Forces Command and United States Forces, Korea in Seoul, Korea. His next assignment was at Headquarters, U.S. Marine Corps in Washington, D.C., as the Strategic Plans Officer in the Plans Division of Plans, Policies and Operations Department. From August 1992 to June 1993 he attended the Naval War College in Newport, Rhode Island, where he earned a Masters of Arts degree in National Security and Strategic Studies.

Col. Dotterer served as the Future Operations Officer, Operations (G-3) Division, I Marine Expeditionary Force, Marine Corps Base Camp Pendleton, Calif., from July 1993 until June 1994 when assumed command of 1st Air Naval Gunfire Liaison Company, also at Camp Pendleton.

He is married to the former Kerry Roberts of Ashland, Or., and they have two children, Stephanie and Charles.

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*By*  
*SSgt. Stephen M. Williams*

# HOMETOWN AMERICA...

**T**here is only one word to describe a recent weekend and the reason why I went home: **PRICELESS.**

On Wednesday, March 1, my mother and I were having a nice conversation on the phone, typical of any that we share to stay in touch. She mentioned to me, with an air of modesty and nonchalance, that my father was going to receive a Certificate of Appreciation from the commander of the local American Legion on Sat., March 4.

“Well, that is very special,” I said. “For what?” I asked.

For his continuous exhibition of patriotism by properly and proudly displaying the American flag...**ALWAYS**, was her response.

The ceremony took place in the center of our front lawn where my father’s celebrated Star Spangled Banner proudly waves, in the quiet residential township of Springfield, Pa. Cars slowed their passing to get a glimpse of the excitement. An unusually large funeral procession passed during the ceremony and not one passed without someone looking over—I hope we helped temporarily distract

them from their feelings of sadness. The American Legion Commander read the Certificate of Appreciation, shook my father’s hand and said, “A lot of people fly the flag, but you do it right! You fly it during the day and show it off by spotlight at night. It is always there for us to see.”

As I stood there wearing the uniform that I feel privileged to have earned the right to wear, my father was the man in the spotlight. After he imparted some of his thoughts to us, I felt proudly obligated to speak on his behalf. I thought my father should not have to say too much, that was my job. The day would not have been complete if I did not talk about the man who has had an impact on so many people throughout his lifetime, most importantly, his family. It was my turn to “be there” for him during this special recognition and nothing could have been more important.

I spoke as a product of my father and all of the ideas, beliefs and standards that he embodies. I have undeniably been forged by his moral convictions, righteousness, and uncompromising determination and devotion to excellence. His authentic *Red, White, and*

*Blue* American spirit is the fiber that epitomizes the patriotism essential to preserve the freedoms we enjoy today.

“You are looking at a proud United States Marine Corps officer that probably wouldn’t be standing here, looking like this,” I said, “if it were not for this woman and this man, my mom and dad.”

I recalled sitting quietly on the couch as a young boy with my sister and two brothers, listening to my father sing and my mother play the piano. Two of the songs were songs that my father composed entitled “The American Way” and “Proudly We Remember.” Their melodies are touching, but the real meaning and power are the words; they gave me inspirational chills down the spine.

Mom and Dad’s spirited energy and enthusiastic goodness were contagious and inspired us to watch the parades that marched right in front of our house on our neighborhood street many times. Whether on Saint Patrick’s Day, Memorial Day, or the 4th of July, the parades are some of my favorite childhood memories. In every parade there would be the high school band, cheerleaders, fire

# An Independence Day Tribute

engines, military color guards and the American Legion men who gave out the little American flags. It was those parades that initially fascinated me and, later, inspired me to become a U.S. Marine. These parade days were a result of everyone planning weeks in advance on how to show off their best patriotism from being in the parade, or sitting on their front lawns or walking alongside the parade. First, second and third prizes were awarded to those who could decorate their bicycle, wagon, mini-float or baby stroller with the patriotic colors, creatively combining American flags, streamers, ribbons, tassels and bells; hundreds of entrants paraded in a sea of red, white, and blue and later, formed up to be judged.

With six of us in the family collecting the flags given out, we had a large accumulation over the years. We took turns each parade setting them up on our front lawn. Some flags were lined up evenly spaced in a perfect line at the edge of the lawn, some circled the flowers, and some lined the winding sidewalk from the front door to the driveway. After several years, we had so many of the

little flags that we were able to easily spread them across the entire lawn and still have enough to hang on the front door, on the lamppost and in front of the hedges. Several people took pictures of our flag display and enthusiastically complimented us.

After the parade passed, we would follow it down the street, stop at the different memorials along the way, then pledge allegiance to the flag and to those who have died defending it as the band played the national anthem. The parade went through the center of town with the side streets blocked off and would always end at the township building. The ceremony there featured the color guards, representing the men and women in our armed forces today who pledge that same American spirit as many have before. Two buglers would sound "Taps," one playing the dramatic echo.

There would always be a guest speaker, either active duty or former military, who would share personal experiences and emotions on the occasion and cause us to evaluate and rededicate ourselves to being better

citizens of the community and to the country.

Stirring events and ceremonies like these have served as a constant reminder to me that the freedoms we enjoy today are because of the sacrifices of those who have gone before us. We must never take our freedom for granted. We are the ones, now, who are called upon to preserve the ideal of 'The American Way' of life. We must never forget that there are people around the world who rise to any occasion to get their chance to fly the American Red, White, and Blue on their front lawns.

These are some of the reasons I felt immediately compelled to be present at this very special recognition day, go to the place where it all started for me and be with the people who shaped my way of thinking and are principally responsible for any success I have achieved. I only hope that I can be the same positive influence on my family as my parents have been for me.

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*By Capt. William C. Rosser,  
Marine Corps Institute*

## Thank you, 8th & I

*Col. John B. Sollis was first stationed at Marine Barracks, Washington, D.C. from March 1974 to February 1978. During that tenure, he served as a platoon commander, parade adjutant, staff officer and as a White House Military Social Aide. Col. Sollis's next assignment will be as the G-3, Marine Forces Pacific, Hawaii.*



**T**hank you, 8th & I, for the privilege of having been your commanding officer for the past thirty-two months. Thank you for all you represent to America, and for all you do for our Corps. Thank you for being the Marine Corps' best advertisement this side of the FMF.

**T**hank you for teaching me to be patient, to ask first before leaping to unwarranted conclusions. Thank you for upholding the trust and confidence I have had in you—in your desire to do your very best at whatever we've been asked to do. Thank you for being patient with me.

**T**hank you for allowing me—someone not blessed with children of his own—to experience what it is to be a perpetual, Little League Father—for my occasionally indulging in the immense pride and satisfaction of thinking “Look at them! These are *my* sons and daughters. And I could not be any more proud of them if they *were* my own.” Thank you for having done that for me for thirty-two months.

**T**hank you for caring. Thank you for your generosity of spirit (and for faking it whenever necessary). Thank you for committing yourselves to the exacting standards of excellence that come with the deluxe mailing address. Thank you for your mental and physical and spiritual endurance. Few people fully understand or appreciate all you do and how hard you work. But I do. And I thank you.

**A**nd finally, thank you, 8th & I, for confirming for me the wisdom of a decision I made 24 years ago this month, when I was just a brand new college graduate wondering whether I had what it takes to be a Marine. Thank you for the privilege and pleasure of sharing this special place, not once but twice, and for the indelible certainty that if I had it all to do all over again, I'd come right back, and I would try my damndest to do it all a little bit better.

Aloha, y'all. And *Semper Fidelis*.

## *It's good to be back*

*Col. David G. Dotterer served at "The Oldest Post of the Corps" from August 1975 to October 1978 as a platoon commander and adjutant. Col. Dotterer's previous assignment was as commanding officer, 1st Air Naval Gunfire Liaison Company, 1st Marine Expeditionary Force, Camp Pendleton, Calif. Col. Dotterer assumed command of Marine Barracks, Washington, D.C., July 19.*

**K**erry and I are delighted to return to the Oldest Post of the Corps and look forward to serving with the tremendous group of professional Marines and their families that make up the 8th & I family. This is our second tour, and our first walk around the Post brought back a flood of memories, including the reminder of how hard each of you must work to keep this place the showcase of the Corps, which it is.

**H**owever, while you should be working hard at all your professional endeavors, you should remember that I have never seen it written anywhere that being a Marine should not be fun. I've also never seen it written that you should neglect your family or personal lives. I firmly believe that Marines who pay attention to all aspects of their lives—mental, physical, spiritual—are also the most successful in their careers as Marines.

**Y**ou need no reminder that this is a unique command and that we all have special responsibilities to fulfill. My initial impression is that you are carrying out these responsibilities with the dedication and professionalism which are the hallmark of Marines everywhere, but especially at 8th & I. I consider it an honor to be assigned to "The Oldest Post of the Corps" as your commanding officer and Kerry and I look forward to serving with each of you.



*Capt. Frank E. Toy III, Commanding Officer, Headquarters and Service Co., congratulates Cpl. Brian G. Grote, S-1, during formation as 1stSgt. Gerald A. Pederson, company first sergeant, looks on. (Photo by LCpl. Chance D. Puma)*

**C**ongratulations to U.S. Marine Band members **MGySgt. Thomas H. Prince, MSgt. Michael J. Coburn, MSgt. Vickie J. Yanics** and **SSgt. John F. Marcellus** who all recently extended their stay in "The President's Own" by reenlisting for another tour.

Congratulations also go to the following Marines for their recent promotions:

**Co. A**

PFC Brian M. Berblinger  
PFC Michael L. Delozier  
PFC Alfonso J. Ficarella  
PFC Guy E. Knowles

**Co B.**

LCpl. Jason M. Harding

LCpl. Christopher W. Higgins  
LCpl. Sean T. McNeill  
LCpl. William E. Martin  
LCpl. Michael D. Rodgers  
LCpl. Christopher R. Sarrica  
LCpl. Brandon A. Seed  
LCpl. Zbigniew Tycner  
LCpl. Kenneth A. Whelan

**H&S Co.**

LtCol. Bruce R. Woodard  
LCDR Doyle W. Dunn  
Cpl. Kenneth J. Oliver  
Cpl. Anthony D. Phiniezy  
Cpl. Brian M. Winning  
Cpl. Charles T. Woods, Jr.  
LCpl. Walter M. Boughton, Jr.  
LCpl. David S. Ervin  
LCpl. Brian K. Kalb  
LCpl. Timothy B. Maduzia  
LCpl. Davena J. Moore

LCpl. Jason P. Sherman  
LCpl. Peter Stratigakis

**D&B Co.**

Cpl. Kevin W. Andrews  
Cpl. Mark E. Flores  
Cpl. William C. House  
Cpl. Scott A. Leslie  
Cpl. Peter W. Marocco  
LCpl. Ty B. Hope

**Security Co.**

LCpl. Mark M. Tayim

**USNA Co.**

LtCol. Douglas L. Clubine  
LtCol. Denice L. Williams  
Capt. Vick A. Lombardo  
LCpl. Robert D. Best  
LCpl. Robert A. Blakely, Jr.  
LCpl. Brian N. Jackson  
LCpl. Wesley B. Piner  
LCpl. Miguel A. Whyte

**U.S. Marine Band**

GySgt. John M. Cradler  
GySgt. John C. Norton

Several Marines were recently awarded Good Conduct Medals. They are:

**Co. B.**

Cpl. Stephen J. Mills, Jr.

**U.S. Marine Band**

MGySgt. Leslie L. Hunt III  
MGySgt. Thomas R. Lyckberg  
GySgt. Olive U. Blackhall  
GySgt. William A. Perry  
SSgt. David A. Murray  
SSgt. Mark A. Questad

Congratulations to Cpl. Jarod M. Wittenmyer and LCpl. Patrick L. Jackson, Company B, upon their recent Meritorious Masts.

Welcome aboard **Gen. and Mrs. Charles C. Krulak**, the 31st Commandant of the Marine Corps and his lady, to "The Oldest Post of the Corps" and to the Home of the Commandants. The Krulaks became residents July 1.

The new Barracks commanding officer, Col. and Mrs. David G. Dotterer, and executive officer, LtCol. and Mrs. Kevin B. Kessler, are on deck as well.

Other Marines new to 8th & I:

**Co. A.**

- 1stLt. Clint Chlebowski
- PFC Brian J. Bell
- PFC Brian M. Berblinger
- PFC Mark D. Curlee
- PFC Brian C. Dawson
- PFC Michael L. Delozier

- PFC Alfonso J. Ficarella
- PFC Richard J. Hunter
- PFC Guy E. Knowles
- PFC George E. Phelps III
- PFC Kevin D. Rochford
- Pvt. Felix S. Colferpando

**Co. B**

- PFC Nathan T. Thorpe

**H&S Co.**

- GySgt. Mark D. Haefner
- SSgt. Charlemagne I. Caasi
- Sgt. Michael A. McQueen
- Cpl. Donald A. Beddiges III
- Cpl. Paul B. Felix
- Cpl. Jose L. Lopez
- PFC Timothy T. Byrd
- PFC Scott A. Bruton
- PFC Larry J. Domkoski, Jr.
- PFC William J. Freaney
- PFC Charles J. Gonzalez
- PFC Mark A. Haley, Jr.
- PFC Benjamin R. Halstrom
- PFC Jason R. McGill

- PFC Shane L. Myers
- PFC Luciano J. Otano, Jr.
- PFC Shane L. Ray
- PFC Daniel W. Richards
- PFC Jason M. Travis
- PFC James O. Webb
- PFC Christopher K. Wells
- PFC James D. Westbury
- PFC Kevin J. Wheeler
- PFC William M. Willis

**MCI Co.**

- Cpl. Randall F. A. Mitts

**USNA Co.**

- Capt. Lance M. Hoyt
- LCpl. Brian N. Jackson
- LCpl. Welsey B. Piner
- PFC Jeremy K. Bogdany
- PFC Christopher I. Buda
- PFC Edward C. Burgstahler
- PFC Aaron M. Hoffer

**U.S. Marine Band**

- SSgt. Miles C. Smith

## Company A gets new commander

*Capt. George G. Wislar II, right, assumes command of Company A from Capt. Christopher S. Dowling during a recent ceremony. Capt. Wislar returns to the company after being assistant operations officer, Headquarters and Service Company. Capt. Dowling is currently assigned to the Command and Staff College, Marine Corps Combat Development Center, Quantico, Va. (Photo by LCpl. Chance D. Puma)*



# Marine Leaders

When Gen. Carl E. Mundy, Jr., passed his mantle as Commandant of the Marine Corps to Gen. Charles C. Krulak last month he remarked, "the one thing Marines do best is *lead*." As Chaplain, one who sees the whole leadership process from the inside of the Corps, and yet not a Marine myself, I can honestly say (with unabashed admiration) his remark is fact. Here are some of the reasons I wholeheartedly agree.

**Marines take care of each other.** 1st Combat Engineer Battalion landed in Saudi Arabia in August 1990 and immediately moved into the sand to set up defensive barriers against the Iraqis. They had no tents, cots, or sleeping bags. They slept on poncho liners, used gas masks as pillows, and ate cold MREs for five weeks. When the logistics Marines shipped cots and sleeping bags their way, they got 30 fewer than the total number in their unit. The CO, upon hearing of the shortage, announced that all enlisted Marines would get the gear first... beginning with the PFCs and working up. He said, "Officers will not sleep on this gear until every Marine has one." I don't know of many other places in society where such selflessness would occur.

**Marines intend to never lose a battle.** Commitment to excellence is the key to victory. When children are starving in Somalia because local bullies are blocking transport, who goes in first to open transit lanes? U.S.

Marines. When an Air Force pilot is downed in Bosnia, who gets called to make a flawless rescue? U.S. Marines. Who stands guard at the President's Retreat at Camp David? U.S. Marines. 'Nuff said.

**Marines don't pull their punches.** Not only do they fight hard, Marines are notoriously candid. Forget the smoke and mirrors. Marines are honest in their evaluations. They point out weaknesses and work to improve them, rather than dance around the issues. When I do something stupid as a Chaplain, I never have to ask if it was stupid. Some Marine will surely say, "No disrespect intended, Chaplain, but that was *really stupid* because..." The honest response is always followed by guidance to make it right next time. I appreciate it. This is not just blunt criticism, it is integrity showing through.

This month marks another

change of leaders for us. We say good-bye to Col. John B. Sollis and welcome aboard Col. David G. Dotterer as Commanding Officer, Marine Barracks, Washington, D.C. Col. Sollis has, during the last three years, repeatedly shown us the kind of Marine leadership I am talking about. He has certainly taught *me* much about good leadership... without ever calling me stupid. Col. Sollis takes care of his Marines, he led us to tackle every challenge with thorough excellence, and he never pulls his punches.

Now, stand by for more, Marines. Use the tools of good leadership you have already learned and be ready to pick up a few additional ones as Col. Dotterer takes the point.

Semper Fi. God bless you!

by

LCDR Doyle W. Dunn, USN

## Characteristics of Principle-Centered Leaders

From the book, "Principle-Centered Leadership"

By Stephen R. Covey

1. They are continually learning.
2. They are service-oriented.
3. They radiate positive energy.
4. They believe in other people.
5. They lead balanced lives.
6. They see life as an adventure.
7. They are synergistic - working to improve every situation.
8. They exercise self-renewal (physical, mental, emotional, spiritual).

# From the Mailbox

June 7, 1995

Dear Col. Sollis:

On behalf of all C-1-5 China Marines who recently attended our reunion in the D.C. area, I wish to express a most sincere thanks for our excellent seats at the May 26 Evening Parade, an event that will never be forgotten!

Please convey a special thanks to Mrs. Casey and her staff for a very fine dinner and excellent service and to our escort, SSgt. Luis H. Hernandez, who even impressed 1stSgts. Newman and Schultz, USMC (Ret), along with the ladies. SSgt. Hernandez is a tribute to the uniform and to the Corps.

*Semper Fidelis,  
C-1-5 China Marine  
Lloyd L. Remus  
Holt, Mich.*

May 23, 1995

Dear Col. Sollis:

I would like to extend my heartfelt personal thanks to each member of the U.S. Marine Silent Drill Platoon. Their performance during the May 20 Armed Forces Day celebration at Keesler Air Force Base was nothing less than extraordinary. Each routine was carried out with flawless precision, keeping the crowd totally spell-bound.

The Silent Drill Platoon's performance was the highlight of our Armed Forces Day celebration. The success of the entire event reflected the outstanding dedication and tireless efforts of each of the platoon's members. Again, extend my appreciation for a top notch performance.

*Sincerely,  
Karen S. Rankin, BGen. USAF  
Commander, 81st Training Wing  
Keesler AFB, Ms.*

May 30, 1995

Dear Gen. Mundy:

My wife and I attended the Evening Parade at 8th & I on May 19th and had a wonderful time.

With so much criticism in the national news media about any and all of our military services, I was relieved to see the pride and bearing of all the men and women we encountered at Marine Barracks, Washington, D.C.

You recharged a pair of drained batteries!

*Wishing all of you the very best,  
William A. Hanewickel  
Monroe, La.*

# HARRY WHO by GySgt. E.A. Temple Jr.



"So, when will I have to wear the lower body armor?"

DEPARTMENT OF THE NAVY  
PUBLIC AFFAIRS OFFICE  
MARINE BARRACKS  
WASHINGTON, D.C. 20390-5000