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ABSTRACT (<i>MAXIMUM 200 WORDS</i>) Diversity in the officer corps continues to be a challenge for all armed services. This research paper reviews past diversity initiatives in the Marine Corps beginning with its full-fledged effort termed Operation Order 1-95 in 1995. It lasted a short 3 years. It highlighted the shortfalls associated with establishing a "quota system" to increase diversity in the officer corps. Today (March 2016), the Marine Corps still does not have a published diversity campaign plan and relies on piecemeal diversity initiatives. Yet, research indicates that the Marine Corps is more diverse in 2 of 3 tracked ethnic categories as well as an increased female accession rate. However, diversity in the officer corps is not representative of the nation's demographics or the Marines it serves. Currently, there is a draft diversity campaign plan awaiting final executive-level review and approval. The Marine Corps would be better served to publish the campaign plan as recommended by the Military Leadership Diversity Commission established in 2010. Failure to do so could continue to challenge the Marine Corps' ability to leverage the strength of the diversity of American society.					
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MASTER OF MILITARY STUDIES

Diversity: The Marine Corps' Continuing Challenge within its Officer Corps

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EXECUTIVE SUMMARY

Title: Diversity: The Marine Corps' Continuing Challenge within its Officer Corps

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Thesis: The Marine Corps' Officer Corps' diversity initiatives have shown some success, although an underrepresentation of minorities and women still exists, resulting in a decreased ability to leverage the strength of the diversity of American society.

Discussion: Along with training, education, and funding, diversity remains a focal point in the Marine Corps' efforts to improve itself. Research shows that a diverse workforce is more productive, innovative, and creative. Fortunately for the Marine Corps, the US is a very diverse nation. However, equal opportunity and discrimination have marred American society and unfortunately the Services are not immune to it either. Various factors have impacted the ability of the Marine Corps to recruit a diverse officer corps in order to leverage the strength of the diversity of American society.

The first full-fledged attempt to increase diversity in the Marine Corps occurred in 1995 in the form of Operation Order 1-95, a campaign designed to increase diversity in the officer corps. It was both a success and a failure and was discontinued 3 years later. Since that controversial campaign plan, the Marine Corps has yet to publish another campaign plan, relying instead on piecemeal diversity initiatives. The largest diversity initiative came about in the summer of 2013, known as the Commandant's Diversity Task Force Initiative. Its goal was to gather input from senior officers and diverse Marines in order to develop a service-wide strategy for improved recruitment of minority Marines. According to the Marine Corps' Equal Opportunity and Diversity Management Branch, 3 years later the draft campaign plan is awaiting final executive-level review and approval.

Conclusion: The data indicate that diversity in the officer corps has shown an increase since 1995 in the accessions of Hispanics and "Others" but has decreased in Black officer accessions. Overall, diversity in the officer corps continues to lag behind the demographics of the US and of the Marines it leads. If the Marine Corps continues to use diversity initiatives and policies vice publishing a formal diversity plan, in time diversity may naturally occur as the demographics of the US shift to a multiracial composition. In the meantime, the Marine Corps will continue to be challenged by Congress until the officer corps becomes more diverse and a public diversity plan is published, as recommended by the Military Leadership Diversity Commission. Therefore, the Marine Corps should move forward with the next diversity campaign plan that is pending final executive-level review and approval. The efforts of the Commandant's Diversity Task Force Initiative conducted in 2013 should come to fruition in order to strive towards a more diverse officer corps. Failure to do so could continue to challenge the Marine Corps' ability to leverage the strength of our diverse nation.

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PREFACE

I would like to thank my mentor, Dr. Doug McKenna, for the wonderful assistance and guidance throughout the Master of Military Studies Process. His valuable knowledge and manner of working with students made this an insightful process. I would also like to thank Ms. MacKenzie Duffield at the Gray Research Center for her research assistance and valuable knowledge. I would be remiss if I did not acknowledge and thank the great staff of Marines and civilians at both Manpower and Reserve Affairs and Marine Corps Recruiting Command for their assistance in providing all of the research data I requested. Without their help, this essay would not be possible.

Last, but certainly not least, I must thank my beautiful wife and three wonderful children. As always, Latrice took the helm in my absence as I secluded myself to our study nook for countless hours and days. My three wonderful boys understood I was home but “not available for tasking.” They managed to occupy themselves until I came up for air or food. It was certainly a memorable experience for all of us.

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INTRODUCTION

BACKGROUND

Per the 35th Commandant, General James Amos, the Marine Corps defines diversity “ as the varied cultures, backgrounds, talents, skills, and abilities among Marines that complement our core values, contribute to our warfighting capabilities, and ensure our connectedness to the American public. Other aspects of diversity, such as race, ethnicity, and gender may also influence us on our personal Marine Corps journey”¹ Along with training, education, and funding, diversity remains a focal point in the Marine Corps’ efforts to enhance the Marine Corps. The diversity battle is fought every day in the streets of America as officer selection officers (OSO) hit the streets to find motivated and ethnically diverse men and women willing to lead Marines. OSOs face the daunting challenge of convincing young diverse men and women to lead in an environment where the preponderance of Marine officers do not reflect these future warriors’ cultural values, background, or skin tone. In an attempt to diversify the officer corps, the Marine Corps’ diversity strategic planning process has implemented various diversity initiatives that have achieved a varying degree of success.

Diversity in the armed services remains a challenge due to the tumultuous race relations that have defined American society, thereby impacting present recruiting efforts. In July of 1948, President Harry S. Truman “issued an executive order abolishing segregation in the armed services and ordering full integration of all the services.”² At the time, it was not a popular action within the armed services. However, as the United States (US) became involved in the Korean War, racial integration was essential to the success of the US units involved in the conflict. To make up for heavy combat losses, Black service members were placed in front line units. By 1951, a survey showed that combat commanders “almost unanimously favored integration.”³

Although the services were now integrated, racism still remained an issue within the armed services, just as it did in American society writ large.⁴ Training and education were undertaken in all of the Services in order to ensure the fair treatment of all service members regardless of race or gender. However, a Military Equal Opportunity Climate Survey conducted in 2002 indicated that racial biases still existed and that some soldiers believed that "...the military was moving backward in the area of equal opportunity."⁵

The recruitment of diverse male and female officers came to the forefront for the Marine Corps in July of 1994 when the Secretary of the Navy issued a directive requiring the Naval Services to be more racially (diverse) representative of the nation by the year 2000. In fact, it outlined specific tasks requiring an increase of 12 percent Black, 12 percent Hispanic, and 5 percent Asian/ Pacific Islander and Native American/Alaskan Native within the officer corps.⁶ In direct response to the 1994 SECNAV memo, the Marine Corps issued Operation Order 1-95 on March 17, 1995.⁷ It tasked the Commanding General of Marine Corps Recruiting Command to increase officer accessions by 12 percent for both Black and Hispanics and 5 percent for Other (includes Asian, Pacific Islander, Alaskan, and Native American), by fiscal year (FY) 2000.⁸ The year 2000 came and went and the Marine Corps did not meet the 12-12-5% goal. Eight years later, the National Defense Authorization Act (NDAA) of 2009 mandated the creation of the Military Leadership Diversity Commission (MLDC) to "conduct a comprehensive evaluation and assessment of policies as they related to the recruitment, promotion, and advancement of minority members of the armed services."⁹ In response, the 35th Commandant's Planning Guidance 2010 outlined a need to improve diversity representation throughout the Corps by ordering a "comprehensive review of the current diversity posture of and issues within the Marine Corps."¹⁰ Then, in 2013, the same Commandant issued White Letter 2-13 establishing four task groups under the

Commandant's Diversity Task Force Initiative (CDFTI).¹¹ According to the White-Letter, "the commission found that the Nation's military branches had not yet succeeded in developing a pipeline of senior officers that reflected the diversity of the country or even that of its enlisted force."¹² The Marine Corps' Officer Corps' diversity initiatives have shown some success, although an underrepresentation of minorities and women still exists, resulting in a decreased ability to leverage the strength of the diversity of American society.

Fortunately, there are some improvements that can be made based on the large availability of studies and research, as well as the MLDC's recommendations. In an email to the author, Theresa Velazquez from Manpower and Reserve Affairs stated that the Marine Corps' diversity strategic planning process includes a draft campaign plan that is pending final executive-level review and decision.¹³ The plan is based on the recommendations from the Commandant's Diversity Task Force Initiative that was conducted in the summer of 2013.

PURPOSE OF THE ESSAY

The purpose of this essay is to examine the Marine Corps' diversity initiatives in conjunction with the accession data from the outset of Operation Order 1-95, launched in 1995, until 2014 in order to determine their effectiveness in achieving a diverse officer corps. The intent is to assess their strengths and weaknesses while also considering other issues, such as diversity in the General officer ranks and the effects of personnel drawdown mandates, in order to judge if the Marine Corps will achieve a diverse officer corps in the future. Diversity encompasses race, gender, sexual preference, religion, and cultural background. However, this essay only focuses on race/ ethnicity and gender. The data cover 1995 – 2014 due to the availability of data. The primary research question is, "Have the Marine Corps' diversity initiatives increased diversity in the officer corps and what factors have contributed to that situation?"

THE IMPORTANCE OF DIVERSITY

As seen in George Henderson's *Cultural Diversity in the Workplace*, a diverse workforce is important in the service industry. Studies have shown that diverse workplaces have higher profits and enhanced productivity.¹⁴ One could argue that the military is a service industry, providing for the defense of the American people. Sahar Andrade, who wrote *6 Advantages of Workplace Diversity*, states "Diversity benefits organizations in many ways, such as increasing productivity, adaptability, creativity, and problem solving."¹⁵ Another reason diversity is important is because it serves as a driver of innovation when groups of people with different backgrounds approach a problem. They have different perspectives and experiences, and therefore different solutions can be presented for the same problem, increasing the probability of achieving an innovative solution. Also, workplace discrimination is a factor since it is illegal. Studies have shown that discrimination occurs as the result of unequal treatment of individuals based on group membership.¹⁶ Finally, the most compelling reason why diversity in the Marine Corps is important is because the demographics of the United States have changed and continue to change. As stated by General Amos, the Marine Corps is an institution that serves the people of the United States. Therefore, its makeup should also reflect the demographics of the United States in order to remain connected to the American people.

OPERATION ORDER 1-95: CAMPAIGN PLAN TO INCREASE DIVERSITY WITHIN THE OFFICER CORPS OF THE MARINE CORPS

Published on March 17, 1995, Operation Order 1-95 was distributed to the Marine Corps on June 1st, 1995 in response to the Secretary of the Navy's directive that by the year 2000 the naval services would be more racially representative of the nation they serve. Following Operation Order 1-95, Operation Order 2-95 was published on October 13, 1995 as the *Operation Plan*

to Increase Diversity within the Officer Corps of the Marine Corps. This drove Marine Corps Recruiting Command (MCRC) to publish Operation Order 1-96 titled *Increasing Diversity in Officer Accessions* on October 13, 1995 since MCRC was tasked with the preponderance of the initiatives to be followed. Operation Order 1-95 was signed by General Carl E. Mundy Jr, the 30th Commandant of the Marine Corps. However, it was implemented by the 31st Commandant, General Charles C. Krulak, when he took office on June 30, 1995. He was a strong advocate of the plan and issued a Fragmentary Order supporting the campaign plan that ended with the admonition, “Let’s win the war!”¹⁷ For simplicity of our analysis, “The Order” will be the term used to signify Operation Order 1-95 as well as the follow on Orders indicated above.

Operation Order 1-95 carries the term “diversity” in its official title. However, when The Order is read, one discovers that diversity only covers “different ethnic and racial groups.”¹⁸ Therefore, gender is not addressed or covered as an element of diversity in The Order. Since gender will be included in future diversity programs, female data will also be tracked and analyzed through the period covered on this essay.

The Order was executed in three continuous and overlapping phases, with tasks assigned to Marine Corps Combat Development Command (MCCDC), MCRC, Public Affairs (PA) and Manpower and Reserve Affairs (M&RA). The three phases were:

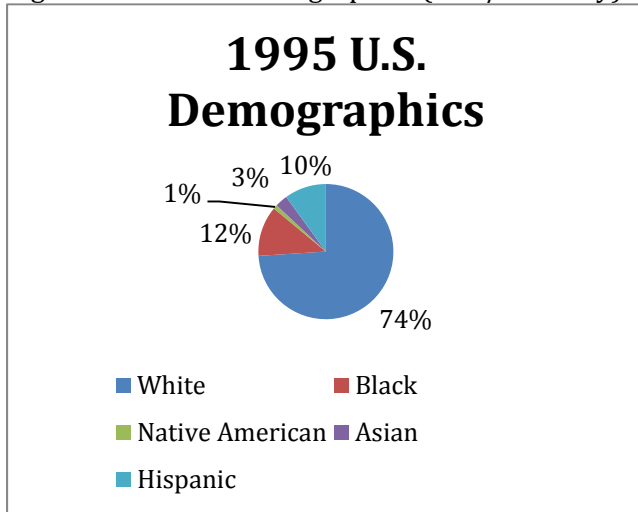
- Phase I (Accessions)- “The purpose of phase I is to develop and implement a comprehensive training and education plan that illustrates the benefits of a culturally diversified officer corps. We must aggressively promote awareness, throughout all ethnic and racial communities, about available career opportunities.”¹⁹
- Phase II (Commissioning and MOS Selection)- “The purpose of phase II is to expand our training and education program to capitalize on our initial success.”²⁰

- Phase III (Retention and Career Development)- “The purpose of phase III is to ensure we retain, promote, and continue to develop quality officers of different ethnic and racial backgrounds.”²¹

The main effort (ME) was to “Develop a training and education plan that illustrates the benefits of a culturally diversified Marine Corps.” That was assigned to MCCDC with a plan due no later than October 1, 1996.²² The supporting efforts (SE) were assigned to MCRC, M&RA, and PA. MCRC was tasked, “By FY2000, increase the accession of quality officers to achieve our diversity goal of 12-12-5. You will become the main effort by 1 Oct 96.”²³ M&RA was tasked with evaluating the Fitness Report system to ensure it met the Commandant’s intent of promoting and retaining diverse officers. They were also tasked with the responsibility of monitoring and reporting on the programs in progress. The final tasks fell to PA to “...create an awareness among diverse racial and ethnic groups about commissioning opportunities available in the Marine Corps.”²⁴

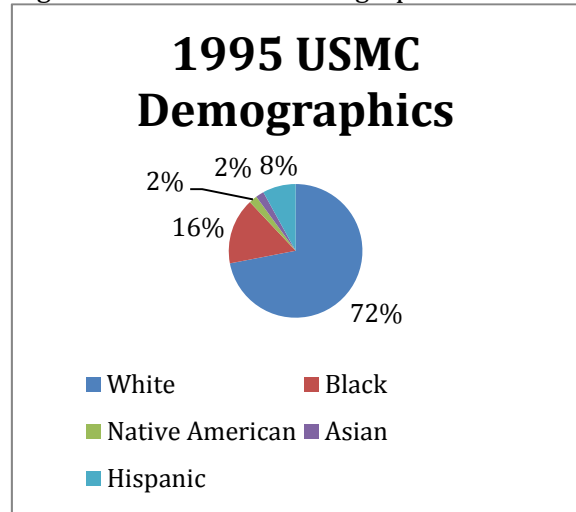
The demographics of the United States in 1995 drove the accessions goals outlined in The Order. As seen in Figure 1, the census data of 1995 revealed that 12% of the population identified as Black, 10% as Hispanic, 3% Asian, and only 1% as Native American.²⁵ Therefore, Operation Order 1-95 set an accessions goal of 12% Black, 12% Hispanic, and 5% “Other” minorities in order to resemble the anticipated demographics of the United States in the year 2000.

Figure 1. 1995 US Demographics (race/ethnicity)



Source: Defense Manpower Data Center

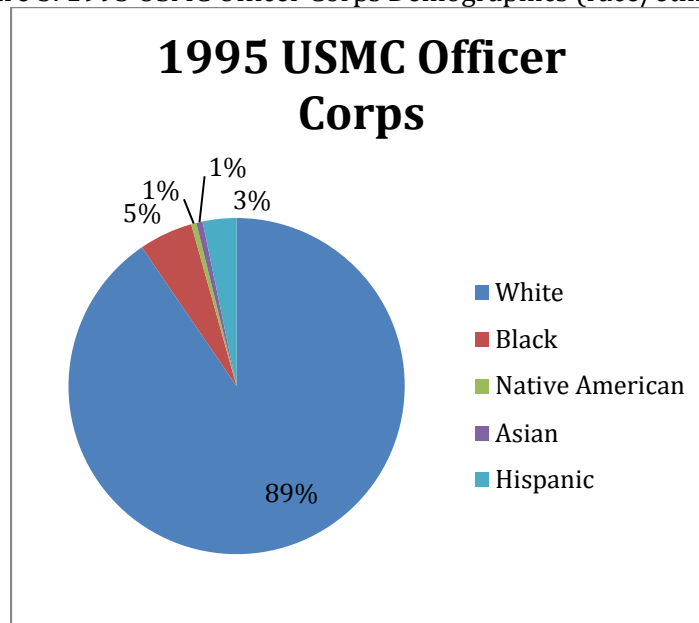
Figure 2. 1995 USMC Demographics



Source: U.S. Bureau of the Census

In comparison to the demographics of the Marine Corps in 1995, figure 2 shows the demographic distribution across the entire force (enlisted and officer) of 173, 843 Marines.²⁶ One can immediately see that as an entire force, the Marine Corps closely matched up with the face of the nation. However, it was the lack of diversity in the officer corps that was a cause of concern as shown in figure 3.

Figure 3. 1995 USMC Officer Corps Demographics (race/ethnicity)



Source: USMC Manpower Information Request #5197

On September 30th, 1995, the Marine Corps closed out the books with an accessions number of 2,354 officers. Of the 2,354 new joins, 1,975 were listed as Caucasian with a percentage number of 84%. With the 12-12-5% goal in place, it meant that in a time frame of 5 years, the Marine Corps needed to decrease the number of Caucasians accessioned by 13%, or roughly 300 fewer Caucasians. Table 1 below demonstrates that there was a large disparity between what the Marine Corps wanted to achieve and the reality of the situation. The largest challenge was doubling the number of Hispanic accessions in order to meet the 12% goal.

Table 1. USMC Accessions Data for Diverse Officers

Fiscal Year	Black		Hispanic		Other/ No Response Asian/ Native Am		Caucasian	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
1995	167	7.1	127	5.4	85	3.6	1,975	83.9

Source: USMC Manpower Information Request #5197

The specific target goals of 12-12-5% did not simply translate to an increase of 300 minority officers to make-up the deficit of 300 Caucasian officers. It meant that there needed to be an increase of 5% for Blacks, 9.5% for Hispanics and 1.5% for “Other”. The numbers associated to those percentages translated to an increase of 116 Blacks, 156 Hispanics, and 33 for “Other” to equal 300 new diverse accessions. It was a lofty goal.

The positive news for the Marine Corps, per table 2, was that when compared to the Department of Defense (DOD) it was accessioning Black officers on par with the rest of the services. Also, per table 2, the Marine Corps had a higher accession rate for Hispanic officers. However, the Marine Corps was significantly lagging in terms of female accessions. In FY 1995, the female accessions rate across the DOD was 18.5% whereas the Marine Corps was at 4.6%.²⁷ While the low percentage is of concern, it is important to note that females were “still subject to the combat exclusion restriction from about 30 percent of Army and Marine Corps job;

in contrast they can perform in all but 1 percent of Air Force and 9 percent of Navy jobs.”²⁸ The Marine Corps also does not have military fields such as a medical and dental corps that are attractive career options for both males and females. The reader should also remember that The Order was not intended to increase female accessions.

Table 2. DOD Number and Percent of Newly Commissioned Black, Hispanic, and Female Officers

Fiscal Year	Black		Hispanic		Female	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
1995	1,246	7.9	618	3.9	2,944	18.5

Source: Defense Manpower Data Center

The bulk of the responsibility for successfully implementing and executing The Order fell on MCRC’s Officer Programs department. Mission success or failure was dependent on them, thus driving them to publish Operation Order 1-96. In Operation Order 1-96, the Assistant Chief of Staff in Officer Programs led the main effort, “to aggressively manage and coordinate each officer commissioning program in order to procure minority officers from all the accession sources.”²⁹ The clock started ticking for MCRC on October 1st, 1996 with the commencement of FY 1997. However, The Order was short-lived as it became apparent that minority accessions based on an aggressive quota system posed legal issues in terms of equal opportunity violations for Caucasian applicants.³⁰ In November of 1998, Operation Order 1-95 was discontinued “in favor of a new plan to meet specific quotas for minority officer candidates...A new selection board system would be similar to those used to select officers for promotion.”³¹

THE SUCCESS AND FAILURE OF OPERATION ORDER 1-95

The first question one has to ask is whether Operation Order 1-95 was a success or failure. As with most military failures, it is a complex question. In terms of accession rates, The Order was on an upward trend until it was discontinued at the start of FY1999. Table 3 reveals

the upward trend for minority accessions with a downward trend for Caucasians through the 3 year period of 1996 (MCRC assumes main effort) until the end of FY1998. Therefore, it can be argued that The Order, while short-lived, was a partial success. Although it did not achieve the 12-12-5% goal it was striving towards, minority officer accessions did increase across the board as was the goal behind The Order.

Table 3. Accessions Data from 1995 - 1998

Fiscal Year	Black		Hispanic		Other / Pac Islander/ Asian/ Native Am		Caucasian		Declined to Respond	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
1995 Order signed	167	7.1	127	5.4	71	3.0	1,975	83.9	14	0.6
1996 MCCDC (ME)	118	6.4	91	4.9	59	3.1	1,560	84.8	14	0.8
1997 MCRC (ME)	171	7.9	115	5.4	73	3.2	1,778	82.6	20	0.9
1998 MCRC (ME)	195	8.8	149	6.7	87	3.9	1,751	79.2	31	1.4

Source: USMC Manpower Information Request #5197

However, one should not measure success simply based on numerical data points. There are several other factors to consider when evaluating the success or failure of The Order. While there was an increase in diversity accessions, there was a decrease in quality officer candidates. Less than qualified minority applicants were receiving waivers for drug violations, aptitude scores, etc, and thus were failing out of Officer Candidates School (OCS) at a higher attrition rate than candidates without waivers.³² This in turn, resulted in extra man-hours provided in terms of training, and actual costs associated with transporting, payment for training, and then returning all of the OCS failures who did not complete the training.

Another factor to consider is how the new quota system fared that was designed to accept fewer Caucasian applicants. In the first year of The Order being in place, there was a significant drop in the total number of accessions. In 1995 the Marine Corps had 2,354 accessions as compared to the 1,840 accession in 1996.³³ The drop of 540 accessions mostly occurred in the Cau-

casian population where 415 fewer Caucasians were brought into the officer corps as seen in table 3. It is assumed that the Marine Corps was hesitant to accept Caucasian applicants that would fill spaces needed for the minority applicants that either never materialized or met the basic standards. As mentioned earlier, this posed legal difficulties in terms of discrimination complaints rightfully posed by qualified Caucasian applicants who failed to be admitted to OCS while lesser qualified minority applicants were waived to get into those slots.

Perhaps the most important factor was concern that the quality of the officer corps was decreasing as a result of the aptitude waivers. While there is no doubt that the goals significantly helped to push the campaign plan to its fullest potential in terms of increased minority accession rates, it did so at the cost of a quality officer corps that may have harmed more minorities than help them by placing them at a disadvantage. The long term effect of this will be seen in the next 2 to 5 years as this officer pool begins to hit the promotion zone for general officer rank. This is illustrated later in the essay with data drawing the same conclusion. The Marine Corps may experience some political backlash as the General officer corps will continue to lack diversity within its ranks. It will not be because of a perceived racial bias in the promotion system; it very well may be because the Marine Corps must pay the bill for the “bounced check” it wrote to cover Operation Order 1-95.

In the end, Operation Order 1-95 was a failure because it did not meet the commander’s end state of “A Marine Corps which reflects the racial composition of America and that continues to treat all Marines fairly and affords them an equal opportunity for success.”³⁴ It failed because it gave rise to charges of reverse discrimination, lowered the quality of the officer corps through the waiver process, and placed an unrealistic quota onto young American men and women based on their racial identity/ethnicity vice their merits.³⁵

DIVERSITY DATA FOR 1999 – 2009

With the discontinuation of the well-intentioned but poorly implemented Operation Order 1-95, the Marine Corps had to revamp its admission policies in order diversify its officer corps without degrading its quality. Per Brigadier General (BGen) Alexander P. McMillan, USMC (Ret), who previously served as the director of Marine Corps Recruiting, “Marine Corps Recruiting Command had to be told to delete ‘numerical goals’ from the 1999 recruiting plan; and that everyone is competing on an equal footing.”³⁶ The fallout from Operation Order 1-95 was felt across the Marine Corps in terms of letters written to the *Marine Corps Gazette*. BGen McMillan stated, “In 52 years as a Marine I have never heard such open questioning of the policies of the Corps...the Corps has institutionalized discriminatory practices to achieve diversity. By directing the promotion/selection of specific minorities, and by establishing ‘goals’ for minority accessions and tweaking the system to restrict majority applicants, the process has not been racially neutral, but racially biased.”³⁷

The author was unable to pinpoint how the diversity recruiting goals were established or changed as a result of the discontinuation of Operation Order 1-95. There is only one indication of a mandated change, as stated earlier by BGen McMillan. Nonetheless, the Marine Corps continued to recruit diverse officers, but the number of minority accessions in 1999 immediately fell from the high of 1998. Inversely, the number of Caucasian accessions slightly increased to its previous levels of 1996. This decline or lack of progress happened not only in the Marine Corps, but also across the entire DOD. In terms of USMC accessions for Blacks and Hispanics, there was a general decline from 2001 to 2009. However, the Asian/ Pacific Islander/ Native American population deemed as “Other” saw an increase in accessions while the Caucasian population

remained relatively steady during that same period. Table 4 shows the accession results for the 10-year period.

Table 4. USMC Accession Data from 1999 - 2009

Fiscal Year	Black		Hispanic		Other / Pac Islander/ Asian/ Native Am		Caucasian		Declined to Respond	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
1999	116	6.5	140	7.9	87	4.5	1,436	80.7	8	0.4
2000	150	6.6	145	6.4	93	4.0	1,879	82.4	13	0.6
2001	126	7.0	121	6.7	91	4.9	1,445	79.8	29	1.6
2002	208	6.6	202	6.4	124	4.0	2,572	81.7	42	1.3
2003	147	6.2	148	6.3	162	6.7	1,875	79.7	25	1.1
2004	119	5.0	152	6.4	202	8.3	1,866	79.0	30	1.3
2005	68	3.9	129	7.4	98	5.8	1,421	81.9	18	1.0
2006	156	5.2	179	6.0	185	6.3	2,419	81.3	36	1.2
2007	74	3.6	119	5.7	170	8.2	1,680	80.8	36	1.7
2008	71	3.5	112	5.5	121	5.8	1,600	78.2	143	7.0
2009	76	4.3	90	5.1	115	6.4	1,447	81.6	46	2.6

Source: USMC Manpower Information Request #5197

USMC DIVERSITY INITIATIVES FROM 2009 UNTIL PRESENT (2016)

The declining trend of Black and Hispanic officer accessions across the DOD led to the establishment of the Military Leadership Diversity Commission (MLDC), mandated by the FY2009 National Defense Authorization Act (NDAA). The FY2009 NDAA mandated the creation of the MLDC to conduct a “comprehensive evaluation and assessment of policies that provide opportunities for the promotion and advancement of minority members of the Armed Forces, including minority members who are senior officers.”³⁸ In regards to the Marine Corps, the Department of the Navy (DON) appointed Monica E. Emerson as the first Navy Diversity Officer in 2009.³⁹ The Navy Diversity Officer “is the principal advisor to the Chief of Naval Personnel on all matters relating to internal and external diversity...”⁴⁰ The Marine Corps also established the Diversity Executive Steering Committee to “provide recommendations on equal opportunity and diversity management matters to the Commandant of the Marine Corps...for the

development of diversity initiatives for implementation throughout the Marine Corps.”⁴¹ MCRC began assigning ethnically diverse and women recruiters to geographic areas with diverse populations, and launched two new initiatives: Leadership Workshop and the Face of the Corps, which were volunteer programs where diverse Marines served as mentors for potential applicants, and “support for the officer procurement overall.”⁴² In 2010, “the Marine Corps developed creative campaigns to specifically address women from multicultural backgrounds.”⁴³ The research suggests that this was the first time an interest in increasing female accessions was published. However, due to the amount of material not available to the public, the author will make the assumption that the Marine Corps had an interest in increasing female accessions prior to this date. Therefore, for the purpose of this essay, 2010 serves as the marker to highlight the data in table 5. Per the data, female accession rates showed a steady increase in a 4 year period.

Table 5. USMC Male and Female Accession Data from 2010 - 2014

Fiscal Year	Male		Female	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
2010	1,665	91.9	146	8.1
2011	1,592	90.5	168	9.5
2012	1,400	91.5	130	8.5
2013	1,363	90.9	152	10.0
2014	1,296	88.9	162	11.1

Source: USMC Manpower Information Request #5197

When the MLDC published their finding in 2011, one of the issues noted was that only the Coast Guard and Air Force had published public diversity plans.⁴⁴ This suggests that after the cancelation of Operation Order 1-95, the Marine Corps was pursuing diversifying the officer corps without a published, public diversity plan. Instead, it was enacting various initiatives as outlined above and confirmed by MLDC that “all of the Services, did, however, have diversity policies and/or policy statements....”⁴⁵ This assumption is also based on the 35th CMC’s Planning Guidance for 2010 which called for “a comprehensive review of the current diversity pos-

ture of and issues within the Marine Corps...for improved recruitment of minority Marines...for a Service-wide strategy generated from this study.”⁴⁶ In February 2013, the 35th Commandant published White Letter 2-13 announcing the creation of the Commandant’s Diversity Task Force Initiative (CDTFI). On March 4, 2013 The Executive Diversity Task Forces Letter of Instruction was published in support of the CDTFI. It established the “four 3-star led Task Forces (to) collect data from Marines, internal sources, personnel studies commissioned by the Marine Corps, and credible independent research to identify and prioritize the key diversity-related challenges.”⁴⁷ The Coordinating Instructions stated:

“Four distinct Task Forces are hereby established they are:

- Women in the Marine Corps; Attract Develop and Retain Women Officers
- Leadership, Mentoring and Accountability
- Race and Ethnicity; Attract Develop and Retain Minority Officers
- Culture and Leading Change”⁴⁸

In June 2013, Marine Administrative Message 323/13 was published “to encourage Marine Officers to participate in the focus groups that support the CMC’s Diversity Task Force Initiative established in White Letter 2-13.”⁴⁹ The results of the CDTFI were due to the Commandant no later than July 15, 2013. In a statement on March 25, 2013 by Mrs. Sheryl E. Murray, the Assistant Commandant for Manpower and Reserve Affairs, before the Subcommittee on Personnel of the House Armed Services Committee concerning Military Personnel Overview, she stated, “The Marine Corps is working toward completion of a landmark diversity initiative which centered around four diversity task forces: Leadership, Mentoring and Accountability; Culture and Leading Change; Race and Ethnicity; and Women in the Marine Corps.”⁵⁰ A Request for Information (RFI) from the Marine Corps’ Manpower and Reserve Affairs Equal Opportunity

and Diversity Management Branch revealed that a draft diversity campaign plan based on the results of the CDTFI is pending final executive-level review and decision.⁵¹ The results of the CDTFI held in the summer of 2013 are also pending review before being released to the public.⁵² Based on the above research and information, the Marine Corps has not had a public, published diversity plan since Operation Order 1-95 was discontinued in November 1998.

Table 6 depicts the accession’s data from 2010 to 2014 and rounds out the accession rates that occurred from the time the MLDC was commissioned until 2014. It shows that the accession percentage rates for Blacks increased in that 4-year period. Hispanic accession rates and Asian/ Pacific Islander/ American Indian termed as “Other” also increased in that 4-year period.

Table 6. USMC Accession Data from 2010 - 2014

Fiscal Year	Black		Hispanic		Other / Pac Islander/ Asian/ Native Am		Caucasian		Declined to Respond	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
2010	51	2.8	84	4.6	121	6.7	1,253	69.2	303	16.7
2011	70	4.0	94	5.3	122	6.9	1,383	78.6	91	5.2
2012	62	4.1	102	6.7	98	6.3	1,212	79.2	56	3.7
2013	65	4.3	122	8.1	125	8.2	1,179	77.8	24	1.6
2014	62	4.3	91	6.2	136	9.3	1,153	79.1	16	1.1

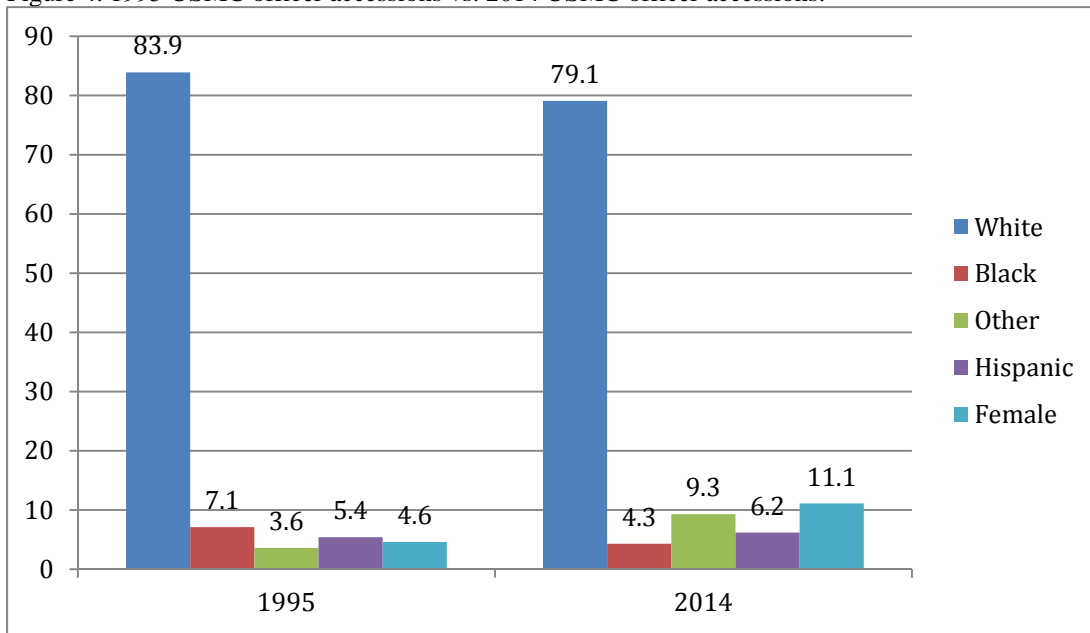
Source: USMC Manpower Information Request #5197

Figure 4 is a side by side comparison of the accession rates that depicts how the Marine Corps has fared since the inception on Operation Order 1-95 until 2014 when the most current data were available for use. The data suggest that the Marine Corps has made some progress from 1995 – 2014 in Hispanic accessions, has improved its “Other” accession rates, and significantly improved female accession rates. The accession rate for Blacks has decreased from 7.1% to 4.3% and should be of concern to the Marine Corps.

In terms of accession rates that impacted the overall demographics of the officer corps since 1995, Figure 5 is a side by side comparison of the ethnic and gender composition of the officer corps. The data suggest that, percentage wise, there are fewer Caucasian and Black offic-

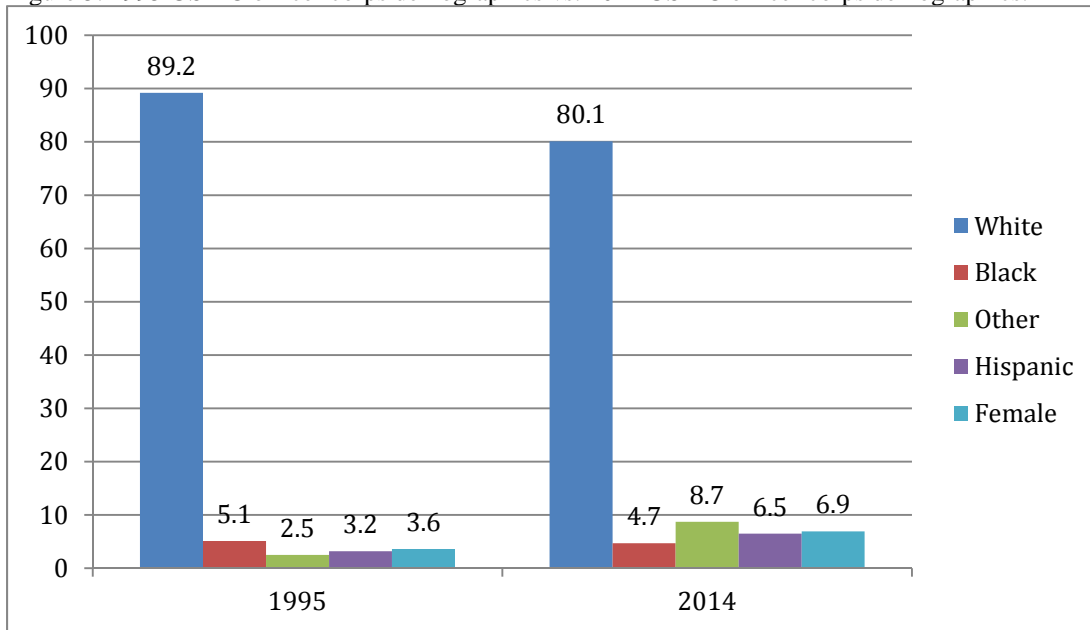
ers with an increase in Hispanic, “Other”, and female officers. Therefore, the data suggest that despite the lack of a published diversity plan, the officer corps is more diverse than it was in 1995. The essay will continue by examining diversity in the General officer corps, the effects of a personnel drawdown, and other factors affecting diversity.

Figure 4. 1995 USMC officer accessions vs. 2014 USMC officer accessions.



Source: USMC Manpower Information Request #5197

Figure 5. 1995 USMC officer corps demographics vs. 2014 USMC officer corps demographics.



Source: USMC Manpower Information Request #5197

LACK OF DIVERSITY IN THE GENERAL OFFICER RANKS

A concern for the Marine Corps as well as the DOD is the lack of diversity in the General Officer ranks. As noted by MLDC's Executive Summary, "the extent to which the racial/ethnic minorities and women are underrepresented varies across the Services, but the Commission found, on average, low racial/ethnic minority and female representation among senior military officers."⁵³ A study conducted in 1998 concluded, "One of the reasons why diversity is underrepresented in those ranks is because "women and minority officers tend to be concentrated in administration and supply areas, and underrepresented in tactical operations, the area that yields two-thirds of the general and flag officers of the Services."⁵⁴ Thirteen years after that study, MLDC also concluded the same pattern noting that "for career field, data indicate that the senior leadership is disproportionately drawn from combat arms career fields, and that minority officers tend to occupy support fields disproportionately when compared with White, non-Hispanics."⁵⁵ A RAND Diversity study conducted in 2009 studied the underrepresentation of minority officers in the general officer ranks. Although it was a single case study conducted in the Army, the analysis suggested a general policy recommendation for all Services. It concluded that their findings implied "that the Army has three options to improve the level of racial/ethnic diversity in the top officer ranks:

1. Promote more officers from Combat Support and Combat Service Support career fields.
2. Disproportionately promote minorities in the Combat Arms career fields.
3. Increase the number of minorities in Combat Arms."⁵⁶

It remains to be seen if any of the recommendations from the RAND study will be implemented in any of the services. However, MLDC made a recommendation in order to highlight the continued issue stating, "Congress should revise Title 10, Section 113, to require the

Secretary of Defense to report annually an assessment of the available pool of qualified racial/ethnic minority and female candidates for the 3- and 4- star position...If there are no qualified racial/ethnic minority and/or female candidates, then a statement of explanation should be made in the package submitted to the Senate for the confirmation hearings.”⁵⁷ As of this essay, the recommendation has not been implemented, but it may be in the future, causing this issue to rise to the forefront for the Marine Corps given the promotion rates to BGen for FY2013, 14, and 15 as shown in tables 7, 8 and 9.

Table 7. Race/Ethnic Profile Data for the FY13 Above and In Zone Promotion Board

	Female		Male	
	Considered	Selected	Considered	Selected
White	6	0	300	5
Black	0	0	11	0
Hispanic	0	0	10	0
Asian/Pac/ Amer. Ind	0	0	5	0
Other	0	0	7	1

Source: FY 2013 USMC Brigadier General Promotion Selection Board

Table 8. Race/Ethnic Profile Data for the FY14 Above and In Zone Promotion Board

	Female		Male	
	Considered	Selected	Considered	Selected
White	8	0	291	8
Black	1	0	8	1
Hispanic	0	0	9	1
Asian/Pac/ Amer. Ind	0	0	4	0
Other	1	0	3	0

Source: FY 2014 USMC Brigadier General Promotion Selection Board

Table 9. Race/Ethnic Profile Data for the FY15 Above and In Zone Promotion Board

	Female		Male	
	Considered	Selected	Considered	Selected
White	7	0	243	8
Black	0	0	9	1
Hispanic	0	0	6	0
Asian/Pac/ Amer. Ind	0	0	7	1
Other	1	0	3	0

Source: FY 2015 USMC Brigadier General Promotion Selection Board

The data suggest that diversity in the General officer ranks is low and will become an issue as time progresses. When it is time to nominate 3- and 4- star General officers who are diverse, the pool of eligible candidates will be miniscule.

DRAWDOWN EFFECTS: PAST AND PRESENT

Manpower drawdowns in the military worry many proponents of diversity because it is thought to have an adverse effect on officer recruitment and career progression. For these proponents, there is nothing more disheartening than a Service committing to increasing diversity in its ranks, only to have the results slowly stripped away through a manpower drawdown. As the Marine Corps is currently in a drawdown period initiated by the reduction of combat activities in Iraq and Afghanistan along with the fiscal austerity the nation faces, it is feasible to study the effects of a previous drawdown. Additionally, it is reasonable to speculate on the effects of the current manpower drawdown.

At the end of 1987, the Marine Corps, along with the other Services, entered a drawdown period driven by Congress' goal to cut military spending in the post-Cold War period.⁵⁸ From 1987 until 1999, the Marine Corps' overall end strength went from 199,525 to 171,154 officers and enlisted Marines.⁵⁹ During that same period, the Marine Corps' officer corps fell from 20,047 to 15,992.⁶⁰ As noted in *Career Progression of Minority and Women Officers*, "there was a great deal of concern that the careers of women and minorities would be disproportionately affected by any reduction in force strength."⁶¹ One of the concerns was that the recent increase of minorities in the officer ranks propelled by Operation Order 1-95 would be subject to the "last hired, first fired" phenomenon common in the corporate world. Also, since it was noted earlier that minority officers tend to concentrate themselves in non-tactical occupational areas, there was concern that they wouldn't be seen as competitive for future promotion and thus would

be targeted for curtailment. Finally, there was “apprehension that selectivity for pre-commissioning programs- particularly at the Academies and for ROTC- would intensify as the requirement for new officers was reduced, and that women and minorities would be disproportionately screened out.”⁶²

As the 12-year drawdown drew to a close, “it became clear that the force drawdown had no adverse effect on either minority or female officers; in fact, quite the reverse occurred,” the percentage of Caucasian officers fell while the percentage of minority officers and females rose through the Services.⁶³ In the Marine Corps, some of this success can be attributed to Operation Order 1-95 as there was a huge push to increase the minority accessions while decreasing the number of Caucasians accepted into the officer corps.

A recent study by the RAND Corporation published in 2015 addressed the current drawdown initiated in 2012 and the impending effects it could have on diversity. It identified almost the same assumptions that were made in the drawdown of the 1990s. It cautions against personnel cuts in non-tactical operations occupations and increasing the Armed Forces Qualification Test (AFQT) score as a qualifier for service. One of the differences between this study and the earlier one had to do with recommending not cutting senior personnel vice the earlier study that recommended not cutting junior personnel, based on the fact that minority accessions had just begun to increase. The final recommendation made by the study was for the Office of the Secretary of Defense to “direct the Services to conduct adverse impact analysis prior to making drawdown decisions.”⁶⁴

FACTORS IMPACTING DIVERSITY

Various studies and articles have recommended solutions or adjustments to be made to the officer accessions system, not only for the Marine Corps, but across the DOD. The MLDC

Executive Summary contained 20 recommendations, a number of which have not been implemented such as the MLDC's recommendation that "Congress should revise Title 10, Section 113, to require the Secretary of Defense to report annually an assessment of the available pool of qualified racial/ethnic minority and female candidates for the 3- and 4- star position..." as noted earlier in the essay.⁶⁵ As seen in the General officer discussion, a study conducted in 2011 revealed the same results seen in 1998 noting that minority officers continue to populate combat supporting arms MOSs vice combat arms. Therefore, it stands to reason that whatever recommendations made at the time have not made an impact or have not been implemented. Additionally, the Marine Corps is still waiting to implement the results of the Commandant's Diversity Task Force Initiative that was conducted in 2013 and have yet to be made public.

The good news story for the Marine Corps is that female accessions are on the rise as seen previously in table 5. This is important not only on the diversity front but also on the full integration efforts of the Marine Corps as related to the opening of female restricted MOSs. Congress and the American public expect that females will have a viable career in combat arms MOSs without the Services lowering the standards. In order for this to be achieved, the Marine Corps will need to draw from a large pool of talented athletic females with a desire to serve in a difficult profession. However, in order for this to be accomplished, the Marine Corps will have to update its female induction mission that "is based on a minimum Officer Candidates School (OCS) class size of 49 and maximum of 66."⁶⁶ This implies that the female diversity mission is based on the number of beds at OCS times the number of classes it conducts in a given year. By contrast, this limit is not placed on male accessions.

Another factor affecting diversity is the number of diverse qualified applicants. The basic requirements to be eligible for a USMC commission include US citizenship, a college de-

gree, score of 1000 on the Math and Verbal portions of the Scholastic Aptitude Test (SAT), or its equivalent on the American College Test (ACT).⁶⁷ Disqualifying factors include medical issues, drug or criminal history, distasteful or offensive tattoos, financial problems as well as other factors that are not conducive to military service. The Center of Naval Analyses (CNA) was hired by the Marine Corps to conduct a study of the qualified candidate population (QCP) to estimate the nation's eligible population for officer service, with a focus on minorities and females.⁶⁸ The QCP data set is important to the Marine Corps' six recruiting districts as it outlines their diversity submission goals. According to MCRC, "the diversity submission mission is determined on a percentage of the total mission and assigned based on the respective QCP of each recruiting Region."⁶⁹ The QCP is calculated from four separate data sources: (1) the Integrated Postsecondary Education Database (IPEDS), (2) Barron's Profile of American Colleges, (3) Joint Advertising Market Research & Studies propensity data, and (4) Behavioral Risk Factor Surveillance System (BRFSS).⁷⁰

Not surprisingly, the CNA study found that "the number of white graduates far exceeds the number of minority college graduates."⁷¹ An example of this disparity is seen in the Eastern Recruiting Region where there are 1,657,517 White male college graduates as opposed to 183,783 Black male college graduates and 116,470 Hispanic male college graduates.⁷² The Western Recruiting Region did not fare any better and amplifies the challenges the Officer Selection Officers (OSO) have to face when striving to meet the diversity submission goals. Additionally, the QCP study found that diverse populations are clustered in regions mostly found along the east and west coast with few diverse candidates in the Midwest. Also of interest is that according to *Diversity Explosion: How New Racial Demographics are Remaking America*, the US population itself is becoming more diverse as different races and ethnicities continue to make

the US a multiracial country. In 2011, more minority babies were born than white babies for the first time in US history. In about 30 years, whites will be among the minorities.⁷³ This suggests that the demographics of the US are shifting and fluid in nature, placing a premium on future QCP studies.

In 2014, an article appeared in the *Marine Corps Gazette* authored by an OSO, Capt Scott A Kates. The article was titled, “How Effective is MCRC’s Diversity ‘Goal?’” The article highlighted the ethical decisions the OSOs had to make on a day to day basis in order to meet their submission goals based on the fact that OSOs were under severe pressure to meet their diversity goals. It also highlighted the fact that OSO’s were still working under a system very similar to that established by Operation Order 1-95. Kates wrote, “OSO’s are assigned a diversity goal along with their assigned mission. In reality, however, the diversity goal is an element of the mission. If an OSO misses his assigned goal, he misses his mission; therefore, the diversity goal is a component of the mission.”⁷⁴ Taking into account that the article was written in 2014, the author placed an RFI to MCRC regarding how diversity goals were set to determine if this practice was still in use. In response, MCRC provided a 12-page document titled *Officer Recruiting and Programs* that outlined the basics of how MCRC operated. The document provided valuable information and it confirmed that MCRC does assign diversity submissions for each recruiting district. Table 10 was taken directly from the MCRC provided document specifying the Platoon Leader’s Course (PLC) diversity submissions for FY2016.

Table 10. FY2016 Diversity Submissions for each Recruiting Region

PLC Combined Diversity Submission	ERR	WRR	Total
AA	37	15	52
Hispanic	21	28	49
Other	20	28	48
Total	78	71	149

PLC Sophomore Diversity Submission	ERR	WRR	Total
AA	38	15	53

Hispanic	24	33	57
Other	23	32	55
Total	85	80	165

PLC Freshman Diversity Submission	ERR	WRR	Total
AA	23	9	32
Hispanic	11	15	26
Other	10	14	24
Total	44	38	82

Total PLC Diversity Submission	ERR	WRR	Total
AA	98	39	137
Hispanic	56	76	132
Other	53	74	127
Total	207	189	396

AA = African American; ERR = Eastern Recruiting Region; WRR = Western Recruiting Region

Source: Officer Recruiting and Programs document for FY 2016

Returning to the *Gazette* article, Kates continued, “I asked eight of my peers across three districts and both regions if they would work an applicant they *know* has no business being a Marine officer because they were diverse; every single one of them said, unequivocally, ‘without hesitation.’”⁷⁵ Therefore, the research indicates that in the past 20 years, the Marine Corps has been continually challenged to increase diversity without placing the Marine Corps in a precarious situation (quota system/ discrimination) or the OSOs in ethical dilemmas where they are struggling to meet the mission.

RECOMMENDATIONS

The recommendations made here are presented with the understanding that the author does not have full working knowledge of all of the current programs in place and the upcoming programs at MCRC. The recommendations are based on a personal perspective.

The first recommendation is to implement an approach similar to the Air Force’s Gold Bar program. The Gold Bar program assigns newly commissioned minority ROTC graduates on a full-time basis to target underrepresented markets to recruit minorities for ROTC. The number

assigned rose from 16 officers in 1992 to 67 officers in 1996; during that time the percentage of minorities enrolled in ROTC rose from 6.6 to 14.7 percent.⁷⁶ Additionally, young diverse officers should be given the opportunity to go on Temporary Assigned Duty to their home of record (HOR) to work for the OSO in those areas. It may benefit the diverse officer to spend some time at their HOR while working with the area's OSO.

The second recommendation is based on conversations with various Vietnam Veterans, to include the author's father. The Vietnam War had a profound effect on America's minority draftees. For many it was not a positive experience and it translated into a negative view of the military in general with regard to the treatment of minorities. In turn, as Services attempt to recruit the sons and daughters of these veterans, they may not be favorably endorsed by the veteran. None of the Services has acknowledged the subpar treatment of these warriors. Therefore, the recommendation is that the Marine Corps reach out to all Vietnam Veterans and acknowledge that not all Marines were treated with the dignity and respect they deserved. The intent is to change the perspectives held by these veterans so that they may become more positive toward service in the Marine Corps by their family members.

The third recommendation is to continue to increase the number of females assigned to OSO duty in order to help increase the recruitment of female officers. The FY15 MCRC Slating Results MARADMIN revealed that 5 females were selected for Recruiting Station duty but only one was selected as an OSO. The other 4 were assigned as Executive Officers or Operations Officers.⁷⁷

The final recommendation is that the Marine Corps publish a public diversity plan as recommended by the MLDC. As noted by recommendation #7, "the services should engage in activities to improve recruiting from the current available pool of qualified candidates by creating,

implementing, and evaluating a strategic plan for outreach to, and recruiting from, untapped locations and underrepresented demographic groups.”⁷⁸ The author is aware that the Marine Corps is currently operating under diversity initiatives and policies, but believes that if the draft campaign plan is not finalized soon, then momentum may be lost as noted by Operation Order 1-95 when it was published over 20 years ago.

CONCLUSION

First and foremost the Services must protect and defend the United States. But they should also be inclusive institutions that protect and respect the rights of all American citizens. Diversity is important to the Services because it helps prevent discrimination, increases productivity and creative problem-solving, promotes innovation, and connects the military to the nation it serves. However, young Americans should not be placed in positions where they will fail just to give the appearance of diversity. Most importantly, the quality of the institution should not diminish in an effort to appease political goals or personal beliefs not validated by research.

To date, the diversity initiatives in place since the cancelation of Operation Order 1-95 have shown an improvement in accession rates for Hispanics and “Others,” suggesting that they are effective. However, the accession rate for Black officers has decreased resulting in a decrease of Black officers, percentage wise, in the demographic composition of the officer corps. Proponents of diversity initiatives will argue that the accession rates for Blacks have fallen since the all-time high of 1998. The increase in accession rates during that timeframe was due to the high use of waivers for less than qualified diverse applicants across the board. Since the discontinuation of Operation Order 1-95, it is unknown why the Black accession rate has decreased as opposed to the other two categorized minority groups. Further research is needed in order to determine why the Black officer accession rate has decreased.

The quality of diverse candidates is limited by the number of eligible candidates based on higher education requirements and physical abilities as captured by the QCP data. Also, the use of the QCP ensures that Recruiting Regions are not burdened with unrealistic diversity goals. Since the demographic makeup of the United States is shifting away from a white majority, the Services should not base their officer demographic goals on the census numbers. Instead, it should promote a diverse workforce that is all inclusive. Diversity should not be assigned a percentage; it works based on fair and equitable treatment of everyone.

The current diversity policies and initiatives are well intentioned, but the ethical position the OSOs are placed into is a concern. The use of a submission goal for diversity vice a mission goal as established by Operation Order 1-95 is a workaround that still carries a negative stigma created by the quota system. Fortunately, all applicants, regardless of ethnicity or gender, are subject to a board process in an attempt to preserve the quality of the officer corps.

Overall, diversity in the officer corps continues to lag behind the US demographics and the Marines it leads. If the Marine Corps' continues to use diversity initiatives and policies vice publishing a formal diversity plan, then in time, diversity may naturally occur as the demographics of the US shift to a multiracial composition. In the meantime, the Marine Corps will continue to be challenged by Congress until the officer corps becomes more diverse and a public diversity plan is published as recommended by the Military Leadership Diversity Commission. Therefore, the Marine Corps should move forward with the next diversity campaign plan that is pending final executive-level review and approval. The efforts of the Commandant's Diversity Task Force Initiative conducted in 2013 should come to fruition in order to strive towards a more diverse officer corps. Failure to do so could continue to challenge the Marine Corps' ability to leverage the strength of our diverse nation.

Notes

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- ¹⁸ CMC, *Operation Order 1-95*, 2.
- ¹⁹ CMC, *Operation Order 1-95*, A-1.
- ²⁰ CMC, *Operation Order 1-95*, A-4.
- ²¹ CMC, *Operation Order 1-95*, A-4.
- ²² CMC, *Operation Order 1-95*, 2.
- ²³ CMC, *Operation Order 1-95*, 3.
- ²⁴ CMC, *Operation Order 1-95*, 4.
- ²⁵ Jennifer Cheeseman Day, *Population Projections of the United States by Age, Sex, Race, and Hispanic Origin: 1995 to 2050*, U.S. Bureau of the Census, Current Population Reports, (Washington DC: U.S. Government Printing Office, 1996), 12, <http://www.census.gov/prod/1/pop/p25-1130/p251130.pdf>
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- ²⁹ Marine Corps Recruiting Command, *Operation Order 1-96: Increasing Diversity in Officer Accessions*, October 13, 1995, 3.

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