Welcome

Today's graduation ceremony recognizes the successful transition from civilian to basic Marine and consists of a traditional military parade followed by special recognition for those who have excelled while in Recruit Training and final dismissal.

After the graduation ceremony, we encourage you to visit the Command Museum across the parade deck. For your dining convenience, we offer the bowling alley, snack bar, and the individual food vendors at the Marine Corps Exchange.

Due to security concerns, our guests are not allowed into the recruit training areas to include the recruit barracks and physical training areas.

The mission of the Recruit Depot and the Western Recruiting Region is to exercise operational control of enlisted recruiting operations in the 8th, 9th, and 12th Marine Corps Districts; to provide reception, processing, and recruit training for male enlisted personnel following initial entry into the United States Marine Corps; and to produce a basically trained United States Marine embodied with the fighting spirit, core values and esprit de corps which have ensured our Corps' success for over 240 years.

The unique relationship between the Marine Corps Recruit Depot and San Diego is the result of almost 150 years of mutual support, assistance and growth. This relationship is reflected in the history of the Marine Corps in San Diego, the Depot as a post of the Corps, and the heritage of San Diego itself.

Above all else, We Make Marines.



SEQUENCE OF EVENTS

BAND SERENADE

CHAPLAIN'S PRAYER *

"ATTENTION", "ADJUTANT'S CALL" AND MARCH-ON

THE NATIONAL ANTHEM *

SOUND OFF

PRESENTATION OF THE COMMAND TO THE COMMANDER OF TROOPS

REPORT

Publication Of The Order And Officers Center

BATTALION COMMANDER'S REMARKS

PRESENTATION OF THE COMMAND TO THE REVIEWING OFFICER

PASS IN REVIEW (PLEASE RISE WHEN THE AMERICAN FLAG PASSES)

Anchors Aweigh/The Marines' Hymn *

GRADUATES RETURN FRONT AND CENTER

RECOGNITION OF THE COMPANY STAFF

RETIREMENT OF THE PLATOON GUIDONS AND RECOGNITION OF HONOR GRADUATES

FINAL DISMISSAL

* PLEASE RISE

Marine Corps Recruit Depot

A few weeks after establishing Camp Howard on North Island in San Diego, Col. Joseph Pendleton, on September 6, 1914, was the guest speaker at the U. S. Grant Hotel in downtown San Diego. The subject of his speech was "San Diego", an ideal location for a Permanent Marine Corps Base." The drive behind his lecture was the unsatisfactory conditions and the less than convenient location of his men and staff at Camp Howard. About this same time, Col. Pendleton wrote to the Commandant of the Marine Corps at Washington D. C. about the deplorable conditions at Camp Howard and presented the idea of the possible establishment of a permanent Marine Corps base in San Diego.

The Navy General Board approved the establishment of a base on January 8, 1916 and the Marine Corps' base on the bay tidelands called the Dutch Flats was authorized by a Naval Appropriation bill of August 29, 1916, in large part due to the efforts of Congressman William Kettner. Groundbreaking on 232 acres took place on March 2, 1919. Construction and occupation of the base took place from 1919 through 1926. On December 1, 1921, Pendleton (now a General), placed it into commission as the Marine Advanced Expeditionary Base, San Diego. In 1923, the Marine Recruit Depot for the west coast relocated from Mare Island Navy Shipyards in Vallejo, California, to its new home at the San Diego Marine Base. On March 1, 1924, the base that had been developed as a result of the vision and efforts of General Pendleton became, officially, Marine Corps Base, San Diego, and would be known by that name for the next twenty-four years.

The base now consisted of approximately 388 acres, of which some 367 acres had been reclaimed tidal area. Throughout World War II, the principal activity of the base, recruit training overshadowed all other functions. After the war, the recruit training detachment remained the principal tenant. Marine Corps Base San Diego has been home to the 4th, 6th and 10th Marine Regiments, the Fleet Marine Force and the 2nd Marine Division. However, the main focus of the base has always been training and "the making of Marines." On January 1, 1948, Marine Corps Base, San Diego was officially renamed Marine Corps Recruit Depot, San Diego. The Recruit Training Command grew from three to eight battalions to handle the troop requirements for the Korean War. More than 700 Quonset huts were erected to handle the influx of recruits, some of which are still standing today. The Vietnam War caused the next period of major expansion. A 100-tent cantonment had to be erected to handle the overflow of recruits. Five new recruit barracks, a new dining hall, new bowling alley, a new Regional Dental and Medical Clinic were constructed on the depot. In the 1970's the focus increased to include the recruiting effort and the Depot became Headquarters, Western Recruiting Region.

Today the Recruit Depot provides its nation's Corps with basically trained Marines to fight in the current conflicts in both Iraq and Afghanistan. The depot has the responsibility to train all male recruits who reside west of the Mississippi River to serve at the call of the nation.

Known for its unique Spanish colonial revival style appearance, the overall site and specific building plans were developed by renowned architect, Bertram Goodhue, who also designed the buildings built in San Diego's Balboa Park for the 1915 Panama-California Exposition.

Thirteen buildings have been named for famous Marines, such as the Dan Daly Barracks, Pendleton Hall, McDougall Hall, and Day Hall. Today, the depot has 388 acres and twenty-five buildings listed on the national register of historic places.

The Commanding Officer of Recruit Training Regiment



On behalf of Brigadier General Ryan P. Heritage Commanding General, Marine Corps Recruit Depot and Western Recruiting Region, and the Marines, Sailors and civilian Marines of Recruit Training Regiment, welcome to this mornings graduation ceremony. Your presence here today is greatly appreciated. As we recognize your young mans significant accomplishment, enjoy this special day in his life.

Marine Corps recruit training is the most difficult recruit training in the nation and a tough undertaking for all who accept the challenge to become a United States Marine. Before you this morning is the latest

company of young men who have succeeded in that challenge. We are here to celebrate with you their twelve weeks. Your young man has been prepared physically, mentally and emotionally in a time-tested process whereby he has been transformed from civilian to Marine. Many are responsible for this significant transformation to include the families, loved ones and teachers who provided the basic values and character as a foundation to include the Marine Recruiter who saw the potential and desire to excel. But the person most responsible for the changes is the Marine Corps Drill Instructor. He has labored intensively for the past three months, personally sacrificing much in the process, to ensure each new Marine is instilled with the essential fitness, character, and values, necessary on and off the battlefield. Each of the new Marines recognized today has passed the test, exceeded the standards, and earned the title Marine. The lessons learned in recruit training, coupled with our core values, will serve them well for their time in the Marine Corps; for the rest of their lives. I am confident in their ability to meet any challenge that confronts them.

Thank you for being here. I trust you will enjoy the rest of your visit to MCRD, the San Diego area, and take time to tour the Recruit Depot to relive some of your Marine's experiences. Please accept my thanks for your love and support for your Marine. I wish a happy stay and safe return home.

Gratefully,

D. R. Kazmier Colonel, U.S. Marine Corps

FLAG ETIQUETTE

The United States Marine Corps has long established a tradition of rendering proper honors and courtesies to the American Flag with ceremony and decorum. If this is your first visit to a military installation, we would like to acquaint you with the "Flag Etiquette" and welcome you to join us in showing courtesy to our Flag as defined by U.S. Code Title 4 and 36, and as observed aboard Marine Corps Recruit Depot, San Diego.

In observance of U.S. Code Title 4 and 36, individuals in uniform, members of the armed forces not in uniform, and military veterans may render a military salute to the American Flag while it is being hoisted, being lowered, passing by. The same courtesies should be rendered while the National Anthem is played.

Gentlemen wearing hats who do not render a salute to the flag should remove their head gear and on the first note of the National Anthem, place their right hand over their heart until the last note of the National Anthem.

Ladies are not required to remove their headdress. On the first note of the National Anthem, ladies should stand, face the flag, and place their right hand over their heart until the last note of the National Anthem. All present should remain standing until the last note of the National Anthem is played.

If the Flag is not visible during the National Anthem, please stand and face the sound of the music. If driving during Morning or Evening Colors, persons in vehicles within sight or hearing of the ceremony should halt the vehicle at the side of the road, and remain inside the vehicle until the final bugle call "Carry On" is sounded.

When Honors are being rendered to the Flag, or while it is passing in a parade of review, it is considered disrespectful to smoke, talk, to take pictures, or to be involved in boisterous or noisy activity. If you are in doubt ask the military personnel about appropriate courtesies at any time, or look around. The immediate vicinity will guide your actions.

Marine Corps Values

WHY WE SUCCEED.

Generation after generation of American men and women have given special meaning to the title United States Marine. These men and women live by a set of Core Values, which forms the bedrock of their character. Core Values give Marines strength and regulate their behavior; they bind the Marine Corps into a total force that can meet any challenge... and succeed.

Honor

Honor guides Marines to exemplify the ultimate in ethical and moral behavior; to never lie, cheat or steal; to abide by an uncompromising code of integrity; and to respect human dignity. It is the quality of maturity, dedication, trust and dependability that compels Marines to act responsibly; to hold themselves and each other accountable for their actions; and to fulfill their obligations.

Courage

Courage is the mental, moral and physical strength ingrained in Marines. It carries them through the challenges of combat and helps them overcome fear. Likewise, it is the inner strength that enables a Marine to do what is right; to adhere to a higher standard of personal conduct; and to make tough decisions under stress and pressure.

COMMITMENT

Commitment is the spirit of selfless determination and dedication found in Marines. It leads to the highest order of discipline for individuals and units. It is the ingredient that enables 24-hour a day dedication to Corps and country. It inspires the unrelenting determination to achieve a high standard of excellence in every endeavor.



Larade Reviewing Officer



LIEUTENANT GENERAL
JOSEPH L. OSTERMAN
UNITED STATES MARINE CORPS

Lieutenant General Osterman is a native of Edgewater, Maryland. He received his commission as a Second Lieutenant of Marines through the Naval Reserve Officers Training Corps program at the University of Colorado, Boulder, where he earned a BA in Biology.

Upon completion of The Basic School and the Infantry Officers Course in 1982/83, Lieutenant Osterman served as a rifle platoon commander and 81mm mortar platoon commander with 1st Battalion, 7th Marines.

He subsequently served on sea duty as the Executive Officer of the Marine Detachment aboard the USS Kennedy (CV-67) from 1985-1986 and as Commanding Officer of the Marine Detachment aboard the USS Forrestal (CV-59) from 1986-1988.

Returning to Quantico, he was assigned as an instructor at The Basic School and then at the Infantry Officers Course from 1988-1991. He attended the Amphibious Warfare School as a student from 1991-1992.

Captain Osterman was then transferred to 1st Battalion, 2nd Marines where he served as C Company Commander and Battalion Operations Officer until 1995.

During this tour he participated in Operations RESTORE HOPE and CONTINUE HOPE in Somalia and Operation SEA SIGNAL in Guantanamo Bay, Cuba as part of humanitarian relief operations.

Transferring to the Naval War College, Newport, Rhode Island as a student, Major Osterman graduated in 1996. He was subsequently assigned to 1st Marine Corps Recruiting District, where he served as the Commanding Officer of Recruiting Station Albany, New York from 1996-1999. Following this tour, he was assigned as a student at the Army War College, Carlisle, Pennsylvania, where he graduated in 2000.

Lieutenant Colonel Osterman assumed command of 1st Battalion, 3d Marines in June 2000. The battalion deployed to Okinawa and participated in operations in support of Operation ENDURING FREEDOM. He relinquished command in 2002.

This was followed by his assignment to a joint tour as an instructor and as the Chief of Staff, NATO School, Oberammergau, Germany where he was responsible for training support to over 54 nations.

Parade Reviewing Officer (cont.)

Colonel Osterman assumed command of 25th Marine Regiment in 2004. He deployed to Iraq with most of his Regimental staff from April 2005 to March 2006 as advisors to the Iraqi Army in support of Operation IRAQI FREEDOM. Upon relinquishing command in June 2006, Colonel Osterman transferred to Quantico, Virginia and assumed duties as the Director of the Expeditionary Warfare School. Following this, he was assigned as the Assistant Division Commander, 2d Marine Division in July 2008. He assumed duties as the Assistant Division Commander, 1st Marine Division in July 2009 and deployed to Afghanistan as Commanding General, 1st Marine Division (Forward) from March 2010 to March 2011.

Upon relinquishing command in June 2011, Brigadier General Osterman was transferred to Quantico, Virginia where he was assigned as the Commanding General, Marine Corps Recruiting Command. Upon completion of this tour in December 2012, he then reported to ISAF Joint Command in Afghanistan, where he served as the Deputy Chief of Staff, Joint Operations until March 2014. Upon completion of this tour, he then reported to Marine Corps Special Operations Command, Camp Lejeune, NC, where he served as the Commander, Marine Corps Special Operations Command until July 2016. He was assigned as the Deputy Commander, United States Special Operations Command until July 2018. He is currently assigned as the Commanding General, I Marine Expeditionary Force.

Lieutenant General Osterman's decorations include the Defense Superior Service Medal with gold star, Legion of Merit with gold star, Bronze Star, Meritorious Service Medal with two gold stars, the Navy Marine Corps Commendation Medal with gold star and the Navy Marine Corps Achievement Medal with gold star. He is a recipient of the Navy League's John A. Lejeune leadership award.



AWARDS

COMPANY HONOR GRADUATE AWARD

The one Marine in the company who has demonstrated the highest degree of discipline, proficiency, bearing, physical fitness, and basic leadership traits that exemplify the highest standards of the United States Marine Corps is presented with a plaque from the Marine Corps Association denoting that he is the number one Marine in his company. The company honor graduate also receives a Certificate of Commendation from the Commanding Officer of Recruit Training Regiment recognizing his superior performance during recruit training.

SERIES HONOR GRADUATE AWARD

The one Marine in his series who has demonstrated the highest degree of discipline, proficiency, bearing, physical fitness, and basic leadership traits that exemplify the highest standards of the United States Marine Corps is presented with a Certificate of Commendation from the Commanding Officer of Recruit Training Battalion recognizing his superior performance during recruit training.

PLATOON HONOR GRADUATE AWARD

The one Marine in his platoon who has demonstrated the highest degree of discipline, proficiency, bearing, physical fitness, and basic leadership traits that exemplify the highest standards of the United States Marine Corps will receive a plaque from the Marine Corps Association denoting that he is the honor graduate of his platoon.

MARKSMANSHIP AWARD

The one Marine in the company who fired the highest score on the Rifle Range is awarded a plaque from the Marine Corps Association stating that he is the high shooter in the company. The company high shooter also receives a certificate from the company commander denoting that he is the company high shooter.

PHYSICAL EXCELLENCE AWARD

The one Marine in the company that receives the highest score on the Physical Fitness Test is awarded a certificate from the company commander denoting that he is the most physically fit Marine in his company.

MERITORIOUS PROMOTION

Those Marines who have demonstrated a high degree of proficiency and have shown exceptional leadership ability may be promoted meritoriously to the grade of Private First Class or Lance Corporal. **The Marines noted in this program with asterisks by their names have been promoted meritoriously to their present grade. (EX.)** PFC* C. M. COLBURN

MARINE

"Among all the honors, among all the postings, promotions, medals, that have been awarded me, the one in which I take most pride is to be able to say, I am a Marine."

-Major General John A. Lejeune, 13th Commandant of the Marine Corps

GRADUATION STAFF

MARINE CORPS RECRUIT DEPOT/ WESTERN RECRUITING REGION

Commanding General Brigadier General Ryan P. Heritage

Chief of Staff Colonel Jim G. Gruny

Sergeant Major Devon A. Lee

Parade Reviewing Officer Lieutenant General Joseph L. Osterman

RECRUIT TRAINING REGIMENT

Commanding Officer Colonel Daniel R. Kazmier
Executive Officer Lieutenant Colonel C. Kroll
Sergeant Major Sergeant Major M. R. Chabot
Regimental Drill Master Staff Sergeant C. A. Gray

Narrator Staff Sergeant C. A. Malveaux

FIRST TRAINING BATTALION

Commanding Officer Lieutenant Colonel P. M. Rummler
Executive Officer Major E. P. Crecelius
Sergeant Major Sergeant Major C. W. Kenly
Chaplain Lieutenant J. D. Luckesen

Battalion Drill Master Gunnery Sergeant D. C. Patrick

COMPANY A

Commanding Officer Captain R. P. Castello
Company First Sergeant First Sergeant A. Munoz

LEAD SERIES

Series Commander Captain G. R. McMillan Chief Drill Instructor Staff Sergeant P. S. Shanahan

FOLLOW SERIES

Series Commander Chief Drill Instructor Captain K. R. Fortney Gunnery Sergeant P. R. Kirkham

MARINE BAND SAN DIEGO

Enlisted Conductor Warrant Officer A. J Panos
Drum Major Gunnery Sergeant J. W. Dempsey

COLOR GUARD

National Color Bearer Sergeant B. M. Hall
Organizational Color Bearer Sergeant D. Futral
Rifle Bearer Sergeant D. L. Harrison
Rifle Bearer Sergeant D. A. Jackson



SENIOR DRILL INSTRUCTOR

STAFF SERGEANT M. LOPEZ

DRILL INSTRUCTORS

STAFF SERGEANT D. E. JONES STAFF SERGEANT B. J. GOODSON STAFF SERGEANT D. A. CARPIO STAFF SERGEANT P. ANCISO III

PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS T W FLACK (295)

PRIVATE FIRST CLASS T. W. FLACK (295)						
	PLATOON HIGH SHOOTER		PLATOON HONORMAN			
PRIVATI	E FIRST CLASS N. J. JACKSONWALLBRIDGE	(336)	PRIVATE FIRST CLASS C. M. ROBINSON			
	INSTRUCTOR:	, ,	RECRUITED BY:			
	SERGEANT O. OTERO		STAFF SERGEANT C. C. MCARTHY			
	SERGERIVI O. OTERO					
PVT	M. R. ADAMS	PFC	B. Z. LEE			
PVT	G. A. ALEJANDRO	PVT	M. LINARES JR			
PVT	P. W. ARCHER	PFC	L. W. LIU			
PFC	J. R. BANACH	PVT	L. R. LONEY			
PVT	B. P. BARTON	PFC	B. T. LY			
PVT	N. S. BREWER	PVT	D. W. MALONE JR			
PFC	M. R. BRYANT	PVT	M. L. MEYER			
PVT	D. J. BUSCH	PFC	J. A. MILLER			
PVT	J. R. CAIN	PFC	J. T. MILLION			
PVT	J. L. CAMPOS MIRANDA	PFC	L. A. MORRISON			
PVT	N. L. CARRILLO	PVT	J. T. NAUERT			
PVT	B. A. CASTELLANO	PFC	E. E. PIMENTEL			
PVT	Z. R. COLE	PVT	N. A. POTTS			
PVT	I. D. CRAVENSALTS	PVT	H. D. REAY			
PFC	J. J. CUCHIARA	PVT	B. N. REID			
PVT	J. G. DEBERRY	PFC	C. A. REYNA			
PFC	J. A. DEITCHMAN	PVT	C. L. REYNOLDS			
PVT	A. R. DRYE	PVT	C. W. RICHARDS			
PFC*	K. E. EGGERS	PVT	J. G. RIOS			
PVT	J. D. EHLEY	PFC	C. M. ROBINSON			
PVT	W. B. FARRAR	PVT	J. D. ROWDEN			
PFC	T. M. FITSGERALD	PVT	M. A. SAAVEDRA			
PFC	T. W. FLACK	PFC	R. S. SANCHEZ			
PVT	F. B. FONTELAR	PFC	E. J. SENA			
PFC	J. G. FRYE	PFC				
PVT	E. A. GDANIEC	PFC				
PVT	A. M. HAAG	PFC	C. B. SPALDING			
PVT	T. A. HAMILTON	PFC				
PFC*	G. D. HAUN	PVT				
PVT	S. L. HERNANDEZ	PFC*				
PVT	B. T. HUBBARD	PFC*				
PVT	R. IRIBERODRIGUEZ	PFC				
PFC	N. J. JACKSONWALBRIDGE	PFC*				
PVT	J. A. JARAMILLO	PFC	9			
PVT	M. L. JOHNSON	PVT				
PVT	D. H. KAAUWAI	PVT	9			
PVT	C. W. KIRKWOOD	PVT				
PFC	T. M. KNAPP	PFC*	* D. D. WILLIAMS			

PVT L. M. WILSON

PVT K. A. KRISTIANSEN

SENIOR DRILL INSTRUCTOR

STAFF SERGEANT F. CEJA

DRILL INSTRUCTORS

STAFF SERGEANT N. S. MUNSAYAC

SERGEANT R. SANTIAGO

SERGEANT J. M. BROWN

PHYSICAL FITNESS TEST

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J. Ť. JEZEK

A. P. JOHNSON

PRIVATE FIRST CLASS J. E. WEBER (296)					
PLATOON HIGH SHOOTER	PLATOON HONORMAN				
PRIVATE B. M. SHAW (338)	I	PRIVATE FIRST CLASS C. D. SMITH			
INSTRUCTOR:		RECRUITED BY:			
SERGEANT D. LOPEZ		SERGEANT M. S. HILL			
SHROEM (T. B. HOTEL					
P. T. ALANIS	PVT	R. K. JOHNSON			
C. M. ALLEN	PFC	D. J. JOINER			
Z. A. AZZAZI	PVT	D. P. KELLER			
R. BALTAZARSANCHEZ	PVT	M. R. LENZ			
T. D. BARKER	PFC*	J. W. LITTLE			
N. S. BEERMANN	PFC	B. A. MACKIN			
S. H. BERENS	PVT	A. R. MAGALLANEZ			
J. A. BERRY	PVT	E. N. MARTINEZ			
B. X. BISHOP	PVT	J. J. MATA			
L. A. BONE	PVT	M. L. MCCARTY SR			
J. D. BUENAVENTURA	PFC	C. M. MCCASLIN			
J. R. BURKHARDT	PVT	G. J. MEDICI			
J. C. CALABRESE	PVT	C. R. MENTING			
M. W. CALICOAT	PVT	B. M. MILLER			
E. A. CALLEROS	PFC	V. MOLINAR			
J. S. CARLSEN	PFC	C. MONSIVAIS			
A. C. CAZARES	PVT	B. T. MYLES			
J. A. CLARK	PFC	J. M. NASON			
J. G. CORBETT	PVT	H. R. NEER			
J. J. DANIELS	PFC*	A. H. PHAM			
J. T. DELAND	PFC	C. R. PROCTOR			
A. DELAROSA	PFC	B. K. REYNOLDS			
J. C. DOYLE	PVT	D. C. SALICOS			
W. J. DREW	PFC	D. R. SCOTT			
B. L. ELLIOTT	PVT	J. SERRATOS			
U. ESPINOSA	PFC	A. E. SHABAZ			
C. E. FOX	PVT	B. M. SHAW			
C. D. GARCIAMEDINA	PFC	A. P. SLOCUM			
D. G. GARRETT II	PFC*	C. D. SMITH			
M. J. GARTNER	PVT	I. J. SOTO			
M. D. GONZALEZ	PVT	J. D. STEMEN			
B. R. GORHAM	PFC	N. A. STUART			
M. E. GRAHAM T. I. GRATZ	PVT	B. M. TAVARESCANTU			
E. GUTIERREZ	PFC	V. D. TEJEDAFLORES			
	PFC	K. THAO			
J. M. HAMLETT D. B. HAPNER	PFC*	J. R. URBANSKI			
D. B. HAPNER A. M. HARRIS	PVT	F. S. VITOROULIS			
	PVT	K. J. WADE			
J. C. HENSON	PVT	J. J. WEBER			
A. J. ISCA	PFC	J. E. WEBER			

PVT

B. M. WHITEBEAR

D. J. WILLIAMS

PLATOON

SENIOR DRILL INSTRUCTOR

STAFF SERGEANT J. A. BOOKER

DRILL INSTRUCTORS

STAFF SERGEANT R. GUERRERO

STAFF SERGEANT D. K. HOLZWORTH SERGEANT C. VICE

SERGEANT C. SCHMITGAL

PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS S. J. EATON (293)

	DI ATOON HIGH CHOOTED		DI ATOON HONODMAN		PRIVATE FIRST (
	PLATOON HIGH SHOOTER PRIVATE C. M. SEXTON (338) INSTRUCTOR:		PLATOON HONORMAN LANCE CORPORAL C. T. RICHIE RECRUITED BY:	PF	PLATOON HIGH SHOOTER RIVATE FIRST CLASS M. S. LEBLANC (3: INSTRUCTOR:
	SERGEANT D. S. HOPKINS TAYLOR		STAFF SERGEANT S. L. POWERS		SERGEANT J. A. JOAQUIN
PVT	K. A. ALARCON	PVT	B. D. KUESEL		
PVT	J. ALMENDAREZBARRERA	PVT	C. LABRA	PFC	N. D. AGUILLON
PVT	C. M. ARCHULETA	PVT	M. E. LOPEZ	PVT	B. ALVARADO
PVT	S. M. ARVAYO	PVT	J. J. LOPEZ	PVT	T. M. BANKS
PFC	A. V. AUBERTIN	PFC	C. M. MARTIN	PFC	H. J. BECHTLE III
PVT	S. AYARZAGOITIA	PFC*	C. MEZASOLANO	PFC*	T. Ĕ. BIZZLE
PVT	B. A. BAIERL	PVT	S. W. MILLER JR	PVT	G. E. BOYD
PFC*	J. T. BALL III	PFC	R. A. NORRIS	PFC	L. V. BUIE
PFC	P. L. BOLLMAN	PFC	C. R. OAKES	PVT	A. I. CASTANEDA
PFC	R. J. CALDERON	PFC	N. W. OLOF	PVT	B. A. CHAIDEZ
PVT	A. CAMPANIONI	PFC	V. G. ORTIZMEDINA	PFC	T. M. CONWAY
PVT	M. A. CAPETILLO	PVT	J. J. POLANCOMUNOZ	PVT	N. B. DALE
PFC	M. J. CARDENAS	PVT	J. A. POLNAC IV	PVT	T. A. DAVIS
PVT	B. B. CARTER	PFC*	N. B. RAYOS	PVT	C. A. DEAGUERO
PFC	L. A. COLEMAN	PFC	J. A. REIGHARD		
PFC	C. M. COOK	LCPL*	C. T. RICHIE	PFC	A. P. DEBETTA
PVT	D. D. COTTON	PFC	B. RIOS	PVT	T. R. DONALDSON
PVT	W. J. COX	PVT	A. M. RIVERA	PFC	K. W. EVANS
PVT	B. I. CURTIS	PVT	E. RODRIGUEZ	PVT	R. A. FIERRO
PVT	K. DAO	PFC	O. R. RODRIGUEZ JR	PVT	J. A. FILLMORE
PFC	I. DELGADO	PVT	R. C. RODRIGUEZDODGE	PVT	A. M. FRAUSTO
PFC	D. G. DOGOLDOGOL	PFC	M. T. ROUSSEAU	PFC	A. A. GARCIA
PVT	E. DOMINGUEZ	PVT PVT	N. S. SAILSTAD	PVT	B. GARCIA
PFC PVT	S. J. EATON	PV I PVT	A. J. SALAZAR	PFC	G. L. HANCOCK
PVT	B. S. EGGEN L. FIGUEROACINTRON	PVT	A. J. SCHLEGEL JR C. M. SEXTON	PFC	M. Z. HANSON
PVT	I. P. FLAHERTY	PFC*	A. P. SMITH	PVT	V. HERNANDEZ
PFC	A. D. FLORESLITTLEJOHN	PVT	A. S. SMITHPEREZ	PVT	M. B. HOBSON
PVT	J. FORMWAY	PVT	C. A. SOUSA	PFC	C. W. HOPPER
PFC	O. L. FOSTER	PFC	M. A. TABOADA	PVT	S. E. HOYOS
PVT	J. J. GALANALFARO	PFC	J. J. TAYLOR	PVT	R. J. IANNUCCI
PFC	C. D. GARCIA	PVT	D. T. THAIN	PVT	W. E. JOHNSON
PVT	O. D. GARCIA	PVT	K. R. THOMAS	PVT	J. A. KOFOED
PVT	J. J. GORDY	PVT	E. J. TORRES	PFC	C. J. KRATOCHVIL
PFC	D. J. GRENIER	PFC	J. M. TUNING	PVT	A. D. LANDA
PFC	C. M. GRYDER	PVT	B. W. VOSBERG	PVT	J. A. LAZALDE
PFC	D. N. GUNNELS	PFC	J. M. WALLS	PFC	M. S. LEBLANC
PVT	T. J. HARMON	PFC	M. H. WEAVER	PFC	D. T. LOEWENSTEIN
PFC*	B. B. HAZEL	PVT	T. L. WILLETT	PVT	I. A. LOPEZ
PVT	E. HERNANDEZ	PVT	S. J. WOOD	PVT	T. J. MAGARRELL
PVT	J. R. HERRERA	PVT	N. D. WOOLBERT		v
PVT	M. I. HILL	PVT	S. P. YENNIE	PVT	E. A. MANN
\mathbf{p}_{VT}	V D ISADORE	nn.c.	3.6 T. J. GRED 1 T. TO	PVT	H. B. MARTIN

M. W. ZEDALIS

PLATOON

SENIOR DRILL INSTRUCTOR GUNNERY SERGEANT J. C. GOMEZ

DRILL INSTRUCTORS

GUNNERY SERGEANT P. J. MAHAFFEY GUNNERY SERGEANT M. A. MARQUEZ GUNNERY SERGEANT D. S. ARAUJO STAFF SERGEANT A. A. TORRES

PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS C. J. KRATOCHVIL (289)

PLATOON HONORMAN

	PLATOON HIGH SHOOTER		I LATOUN HUNUKWAN
	PRIVATE FIRST CLASS M. S. LEBLANC (333)	PRIV	VATE FIRST CLASS C. M. SPENCER JR
	INSTRUCTOR:		RECRUITED BY:
	SERGEANT J. A. JOAQUIN		SERGEANT B. P. FOSTER
	omitom i vi ji injerize i v		
PF	C N. D. AGUILLON	PVT	B. H. MARTIN
PV	T B. ALVARADO	PVT	J. E. MASON
PV	T T. M. BANKS	PFC	D. L. MAUD
PF	C H. J. BECHTLE III	PVT	A. MEDRANO
PF	C* T. E. BIZZLE	PFC	R. J. MEEKS
PV	T G. E. BOYD	PVT	D. A. MOORE
PF	C L. V. BUIE	PFC	J. G. OLIVAS
PV	T A. I. CASTANEDA	PVT	K. D. OLSON
PV	T B. A. CHAIDEZ	PVT	S. P. PARADY
PF	T. M. CONWAY	PFC*	G. J. PFAFF
PV	T N. B. DALE	PFC	D. W. PIERSON
PV	T T. A. DAVIS	PVT	V. H. RAMIREZ
PV	T C. A. DEAGUERO	PFC	A. J. RAMIREZ
PF	C A. P. DEBETTA	PFC	A. M. RODRIGUEZ
PV	T T. R. DONALDSON	PVT	J. A. ROJAS
PF	C K. W. EVANS	PFC	A. E. RUIZ
PV	T R. A. FIERRO	PVT	S. S. SALAZAR
PV	T J. A. FILLMORE	PVT	F. SANCHEZ
PV	T A. M. FRAUSTO	PVT	C. T. SCHELLENBERGER
PF	C A. A. GARCIA	PVT	K. A. SCHMIDT
PV	T B. GARCIA	PFC	S. T. SMITH
PF	G. L. HANCOCK	PVT	P. K. SOHL
PF	C M. Z. HANSON	PVT	E. M. SPAHN
PV	T V. HERNANDEZ	PFC*	C. M. SPENCER JR
PV	T M. B. HOBSON	PFC*	S. C. TACKETT
PF	C C. W. HOPPER	PVT	C. D. TAYLOR
PV		PVT	A. TORRES
PV	T R. J. IANNUCCI	PVT	J. TRINH
PV		PFC	R. D. TUNSTALL
PV	T J. A. KOFOED	PVT	N. A. TURNER
PF	C C. J. KRATOCHVIL	PVT	R. A. VASQUEZ
PV	T A. D. LANDA	PVT	T. H. VU
PV	T J. A. LAZALDE	PVT	A. R. WATERS
PF		PVT	L. J. WEBERHEIDECKER
PF		PFC*	C. H. WEEDMAN
PV		PVT	C. W. WHALEN
PV	3	PFC	G. R. WILSON
PV	T E. A. MANN	PFC	S. F. WILSON V
TOT	T II D MA DETEN	DEC	C 1 7 17 17 1

PFC

C. A. ZAVALA

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PVT

Y. D. ISADORE

L. D. JUAREZ

Phase II

PHASE II - RECRUIT TRAINING

We have enhanced recruit training by amplifying Core Values instruction and introducing The Crucible. A key element to the recent changes in recruit training is more time for the drill instructors to focus on character development with an emphasis on selflessness and teamwork.

There are 28 hours of programmed instruction on Core values; however, the most powerful values exchange may very well come from the increased one-on-one time with the drill instructors who teach and demonstrate values such as selflessness, determination, loyalty and integrity.

The Crucible, in part, is the manifestation of the intangible values training that have taken place earlier in recruit training. It permeates the entire evolution, forging the selflessness, teamwork and Core Values concepts deep into each recruit. The Crucible is a 54-hour event that is designed to test a recruit's mind, body, and spirit. It is a series of eight events revolving around obstacles, warrior stations, movement courses, and reaction problems tackled over a

grueling 40-mile course. Sleep and food deprivation add to the rigor of the course, which is primarily designed to develop teamwork and camaraderie through shared hardship. Each warrior station is named after a Marine Corps hero whose actions epitomize the values we want all Marines to internalize. As a touchstone, this experience in values and hardship can be drawn upon in any challenge they might



Phase III & IV

PHASE III - MOS SCHOOLS

After graduating from recruit training, and taking a well deserved ten days of leave, the new Marines report into the School of Infantry (SoI). SoI and consequent follow-on schools give the new Marines the technical expertise they need to excel in their Military Occupational Specialties (MOS) and the Fleet Marine Force (FMF).

Phase IV - Sustaining The Transformation

All muscles atrophy without exercise; so too with character. Once started on a path of character development, there is no stopping. We are always developing our character until the day we die. The sustainment process continues Core Values training within units and is incorporated in all that we do as Marines, complementing a renewed emphasis on warfighting, combat leadership, and the concepts of responsibility and accountability.



THE TRANSFORMED AMERICAN

The Corps has a long established pattern of Marines who have left the active duty ranks to become strong leaders in their communities and for the nation and we will continue to send men and women of strong character and values back to society. These Marines will carry the legacy of high character, like those Marines who are presently doing great things for our nation. We have received countless letters from influential public leaders who are former active duty Marines. They give testimony to the direct connection between the character traits they forged in the Corps and their success and fulfillment in life. End result: We will continue to provide society with people of great character, whether they do four or forty years in the Marine Corps.

SENIOR DRILL INSTRUCTOR

STAFF SERGEANT S. M. POWERS

DRILL INSTRUCTORS

STAFF SERGEANT P. J. KELLEY

STAFF SERGEANT A. R. OLIVER SERGEANT J. M. CABRERA

PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS E. S. PADILLA JR. (293)

PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS T. A. CARPENTER (335) INSTRUCTOR:

D. O. ABREGO

SERGEANT C. S. RUSHING

PLATOON HONORMAN

N. P. IONES

PRIVATE FIRST CLASS J. A. SIMPSON RECRUITED BY GUNNERY SERGEANT R. RODRIGUEZ

PVT G. M. ACEVES C. D. KEIRN D. M. ADKINS H. C. KILLION T. W. ALEXANDERGAONA J. J. KNOWLTON PVTB. R. KOPF E. C. ALFARO PFC PVT E. ARREDONDOHERNANDEZ PVT B. J. LAY PFC M. R. AVILA JR R. D. LEE PVT J. J. BRITO PVT G. A. LEYVA PVT K. R. BROWN PVT J. J. LIU PVT L. T. CALVERT PVT E. R. MALDONADO PFC* F. CARDENAS JR J. M. MCGUIRE JR T. A. CARPENTER PVT W. A. MEIER PFC M. A. CARTER A. I. MEISNER PVT C. W. CASSIDY M. T. MOORE PVT R. R. CASTANEDA III PFC G. S. MORAIN PFC C. CHEN PVT S. M. MORRIS PFC K. G. CISNEROS PVT J. E. NEAL JR PVT E. A. NELSON N. D. CLOUTIER E. N. COLEMAN II C. P. NGUYEN PVT PVT J. R. CONCEPCIONVEGA PVT R. H. NGUYEN PVT A. M. CRUZBERNAL R. OCEGUERAMARTINEZ PFC D. O. DAGALEA PFC E. S. PADILLA JR PFC A. DELKIC PFC M. D. PALOSCASSIO PVT N. A. ECHOLS J. PERDOMO JR PVT PVT J. J. ESPINOSA A. P. OUINN A. ESPINOZA M. REYNA JR PVT J. S. FERRI A. L. ROBINSON PVT H. H. FLEENER M. R. RODRIGUEZ C. M. FLORES V. SALDANA IR D. M. FOOTE PVT I. M. SANCHEZ PVTD. M. GAITHEI PFC A. D. SANCHEZFAJARDO A. GARCIA D. E. SANDOVAL PVT J. C. GARCIAHUERTA C. R. SCHUITEMAN R. C. GARDINER PFC* D. SHELTON JR I. M. GOMEZ PFC I. A. SIMPSON PVT I. J. GONZALEZ PVT N. C. SOTELO C. M. GRAHAM PFC J. A. URIARTEVELARDE PFC S. W. GRAVES PFC S. URIEGAS A. E. GRUBB PVT M. A. VARGASGARCIA A. J. VELEZ I. HERNANDEZ PVT B. HERNANDEZ T. Ď. WHALEY PVT PVT PFC R. K. JAMES A. L. YOUNG PVT N. D. JENSEN M. A. ZAPANTA

SENIOR DRILL INSTRUCTOR

STAFF SERGEANT G. M. FIEGER

DRILL INSTRUCTORS

STAFF SERGEANT H. ZEPEDA STAFF SERGEANT D. SLONICKER STAFF SERGEANT N. A. WILCOX SERGEANT J. U. ZAMARRIPA

PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS J. D. DELEONHERNANDEZ (298)

PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS R. J. JURICA III (340) INSTRUCTOR:

SERGEANT J. A. FLORES

PLATOON HONORMAN PRIVATE FIRST CLASS B. N. MACK

RECRUITED BY: SERGEANT A. M. BAUGHMAN

PVT	D. D. ABRAMS	PVT	B. A. LAY
PFC	E. D. BANLAOI	PVT	J. H. LEE
PFC	C. W. BARRY	PVT	H. L. LIENAU
PVT	C. R. BIRKIGT	PVT	M. T. LIPTAK JR.
PFC	A. BIVANCO	PVT	D. M. LONG
PVT	A. M. BOWERHUFFMAN	PVT	Z. J. LYTTLE
PVT	M. E. CAMPOS	PFC*	B. N. MACK
PVT	R. CARRENO	PVT	E. R. MARINYBARRA
PFC*	W. A. CASILLAS	PFC	C. A. MARTINEZ
PVT	C. A. CASTRO	PVT	Z. C. MARTINEZ
PVT	S. M. COBLE	PVT	G. C. MCCLINTOCK
PVT	B. J. CONSTABLE	PVT	I. C. MCNETT
PVT	L. C. COOPER	PFC	C. M. MILLER
PVT	J. R. CUDZIOL	PVT	N. M. NEER
PFC	T. E. DALBEY	PVT	T. M. NESOM
PVT	R. S. DELAPENA	PFC	P. D. OBEIRNE
PFC	J. D. DELEONHERNANDEZ	PVT	N. D. PARZYCH
PFC	N. A. DYDASCO	PFC	A. M. PENA
PFC	L. A. ESPINOZA	PVT	E. PEREZ
PVT	N. M. EVANS	PVT	T. J. POWELL
PFC	J. E. FALTER	PVT	H. PRADAGOMEZ
PFC	I. I. FAVELA	PVT	H. T. REEVE
PVT	C. R. FELDER	PVT	G. R. ROSS
PVT	B. M. FITZPATRICK	PVT	R. SALDIVAR
PVT	D. FLORES	PVT	D. SANCHEZ
PFC	I. W. GARCIA	PVT	J. A. SARATE
PVT	R. T. GARCIA	PVT	V. SAROYA
PFC	B. G. GASCACASTRO	PFC	E. X. SIMMONS IV
PFC	J. J. GONZALEZ	PFC	D. D. SKULDT
PVT	M. A. GOSSLIN	PFC	J. D. SORENSON
PFC	I. T. GRAY	PVT	S. A. SPRING
PVT	C. L. GREEN	PVT	J. L. STIYER
PVT	C. M. HAGEN	PVT	C. A. THAMES
PVT	J. J. HARRIS	PFC*	I. S. THOMPSON
PVT	I. D. HERNANDEZ	PFC	J. M. TOBAR
PVT	B. M. HOLMES	PFC	B. M. TOBIAS
PVT	J. M. HUANG	PVT	C. A. TURNEY
PFC	R. D. JAUREQUI	PFC*	R. D. TYLER
PFC	R. J. JURICA III	PVT	J. P. WILKIE
PVT	N. B. KERTEL	PVT	W. M. WINTERS
PFC	H. L. KINGSBURY	PFC	D. A. WRIGHT JR
PFC	N. S. KRUGLOV	PVT	I. ZARAGOZASANCHEZ
PFC	A. J. LANGEN	PVT	K. T. ZHU
PVT	A. J. LAWSON		
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Meritorious Promotion * Meritorious Promotion 3

WHY THE TRANSFORMATION?

The most important things the Marine Corps does for our nation are to make Marines and win battles. The Corps is a versatile, force-in-readiness prepared to handle a variety of missions. We continue to be a force rich in history and traditions, ingrained with the highest values of honor, courage and commitment.



At the very time when a host of factors is tending to undermine individual character development in society, Marines are facing an operational environment which requires stronger character and moral virtue. We live and operate in a world that is proving to be increasingly complex and interconnected. As a result, the Corps is in the midst of an evolution of the uses of force

that are not quite war, not quite peace, not quite conventional peace, not quite conventional military operations, and not quite operations, and not quite civil police duties.

The nation is committing Marines to a wide range of scenarios, from peacekeeping operations in Somalia to non-combatant evacuation operations in Liberia, to more conventional conflicts like Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom in Iraq. Operations such as these involve independent units confronted by situations that have operational



and strategic implications. The battlefield is becoming so technologically advanced that weapon systems will be able to kill by smell, sight or sound. In order to ensure success in these situations, we have looked to the Marines of the past to see what made them successful in battles like Belleau Wood, Iwo Jima and the Chosin Reservoir.



The answer was strong character and a fighting spirit that overcame all obstacles. This is what will allow us to dominate the high tech and diverse battlefields of the future. This will allow us to win America's military battles and to send transformed Americans home to strengthen the very fabric of our society.

Quite simply, we are continuing to focus on and to enhance the root source of a Marine's indomitable fighting spirit: his determination to overcome any obstacle that stands in his way, fueled by unshakeable honor, courage, and commitment.

Phase I

How We Are Doing It.

We believe that new Marines need to be forged in a furnace of shared hardship, mutual commitment, and teamwork. This common, intense experience creates bonds of comradeship and cohesion so strong that Marines will refuse to let each other down. This forging of character, discipline, and fitness will continue to be the basis upon which we make Marines. Holding onto the high character of the Marines of the past, we look for ways to inculcate the strong values that have become synonymous with the Marine Corps. We are attacking the character development challenge in four phases: Recruiting, Recruit Training, MOS Schools, and Sustainment.



PHASE I- RECRUITING

Inculcating these character traits starts in the recruiting process. Recruiting duty is a vital assignment in the Marine Corps. Marine recruiters take it seriously and feel a great responsibility to fulfill the job to the best of their ability. Many Marines say that recruiting duty is among the most rewarding assignments they have had as a Marine, because they are helping to ensure the high standards and future of our Corps.

Most Marine recruiters have earned the rank of sergeant or above, which means they have had four or more years of experience in the Marine Corps serving in one of several hundred Military Occupational Specialties (MOS). They know

what it means to serve as a Marine. Meeting a Marine recruiter gives you personal access to someone who has lived and served in the Marine Corps. No matter where you are in the decision-making process, talking to a recruiter can give you more information. You are under no obligation when speaking to a Marine Corps Recruiter, as he or she knows the importance of the decision, and will help determine if you are right for the Marine Corps—and if the Marine Corps is right for you.

First, we recruit young men and women who have demonstrated potential and commitment. Then we prepare them through physical fitness and ready them for the intense forging they will experience in recruit training. Most enlistees spend up to 12 months in the Delayed Entry Program preparing to undergo recruit training and become Marines.



Their preparation includes physical conditioning, study guides, introduction to Marine Corps history and tradition and, most importantly, introduction to Core Values. The bottom line is we are paying more attention to a prospective Marine's character and fitness during screening.