

## 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 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 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, CA, 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 around the world. The Depot has the responsibility to train all 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 Daly Barracks, Pendleton Hall, Lejuene 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 Jason L. Morris, Commanding General, Marine Corps Recruit Depot and Western Recruiting Region, and the Marines, Sailors and civilian Marines of Recruit Training Regiment, welcome to this morning’s graduation ceremony. Your presence here today is greatly appreciated. As we recognize your Marine’s significant accomplishment, enjoy this special day in their 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 Marines who have succeeded in that challenge. We are here to celebrate with you their twelve weeks. Your Marine has been prepared physically, mentally and emotionally in a time-tested process whereby they have 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 and 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. They have 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... and 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 and the San Diego area and that you will take some 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 and our best wishes for a happy stay and safe return home.

Gratefully,

M. J. Palma  
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.



## Parade Reviewing Officer



Colonel  
Randall S. Hoffman

UNITED STATES MARINE CORPS

Colonel Randall S. Hoffman enlisted in the Marine Corps in 1984 and attended recruit training at Marine Corps Recruit San Diego, California. He graduated as the Company Honorman for Hotel Company, 2d Recruit Training Battalion and was meritoriously promoted to the rank of Private First Class. He served from 1985 to 1989 with 2d Force Reconnaissance Company, Camp Lejeune, N.C., participating in combat operations “Earnest Will” and “Praying Mantis.” He departed the active-duty Marine Corps as a Sergeant on 5 August 1989 to pursue a commission as a Marine Corps Officer.

In May of 1994, he graduated from Indiana University with a Bachelor of Arts degree in History. While attending college, he served as a Platoon Sergeant with Company K, 3d Battalion, 24th Marines, United States Marine Corps Reserves, in Danville, Illinois. He was commissioned a Second Lieutenant on 15 May 1994 from the Platoon Leaders Course. Upon completion of the Infantry Officer Course in Quantico, Virginia, Colonel Hoffman was transferred to 2d Light Armored Reconnaissance Battalion, 2d Marine Division and was assigned Platoon Commander, Company A, Third Platoon, participating overseas in “Operation Assured Response,” “Operation Guardian Retrieval” and “Operation Noble Obelisk.” After returning to Camp Lejeune, Hoffman served as the Executive Officer, of Company D, 2d Light Armored Reconnaissance Battalion. In April 1998, upon completion of his tour at Camp Lejeune, he reported for duty as the Officer-In-Charge of the Amphibious Raids and Ground Reconnaissance Section, Marine Corps Systems Command, Quantico, Virginia.

In July of 2001, he reported to Amphibious Warfare School. Upon Graduation, Hoffman was deployed to South West Asia where he served as the Senior Battalion advisor to the Afghan National Army (ANA) and the Iraqi Special Forces (ISF). In both theaters, he participated in Operations “Enduring Freedom” (OIF) and “Iraqi Freedom.” In July of 2005, Colonel Hoffman reported to Terre Haute, Indiana as the Inspector-Instructor of Company K, 3d Battalion, 24th Marines. During his tour with 24th Marines, he supported 1/24’s deployment to OIF with the augmentation of 90 Marines from Company K while also supervising the training of the 24th Marines Military Transition Teams.

## Parade Reviewing Officer (cont.)

Colonel Hoffman is a distinguished graduate of the Marine Corps Command and Staff College, graduating with a Master’s in military studies and also a graduate of the School of Advanced Warfighting receiving a Masters of Operational Studies. From 2010 to 2012, he served as the Deputy Director, School of Advanced Warfighting, Marine Corps University. Hoffman served as the Commanding Officer of Instructor Battalion - The Basic School, from June 2012 to November of 2013, at which time he was assigned to Headquarters International Security Assistance Force (ISAF), Kabul Afghanistan where he served on the COM ISAF’s Commander’s Action Group as an Operational Planner and Senior Military Advisor. Hoffman attended Top Level School at the U.S. Army’s Advanced Strategic Leaders Program, Fort Leavenworth, Kansas and subsequently served as a faculty member at the U.S. Army’s School of Advanced Military Studies. He recently served as the III MEF, G35 Future Operations Officer in Okinawa, Japan. Colonel Hoffman recently transferred from his last command assignment, serving as the Weapons and Field Training Commanding Officer at Marine Corps Recruit Depot Parris Island. He now holds the Commanding Officer and Professor of Naval Science position of Florida Agricultural & Mechanical University, Florida State University and Tallahassee Community College’s NROTC program.

Colonel Hoffman’s personal awards include the Legion of Merit with one star, the Bronze Star with combat “V” and gold star, the Defense Meritorious Service Medal, the Meritorious Service Medal with three stars, the Navy & Marine Corps Commendation Medal, the Navy & Marine Corps Achievement Medal, and the Combat Action Ribbon with gold star. Colonel Hoffman is a Marine Combat Diver, Parachute Rigger, Jumpmaster, and HALO Jumpmaster.

Colonel Hoffman will retire from the Marine Corps after the Recruit Graduation today on the same yellow footprints he stood on thirty-six years ago as a recruit. Colonel Hoffman’s retiring officer is the Thirty-Seventh Commandant of the Marine Corps, General Robert B. Neller.



## 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 their 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 their 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  
Chief of Staff  
Sergeant Major  
Parade Reviewing Officer

Brigadier General J. L. Morris  
Colonel E. R. Sullivan  
Sergeant Major A. T. Leal  
Colonel R. S. Hoffman

### RECRUIT TRAINING REGIMENT

Commanding Officer  
Executive Officer  
Sergeant Major  
Regimental Drill Master  
Narrator

Colonel M. J. Palma  
Major L. S. Woo  
Sergeant Major P. F. Agan Jr.  
Gunnery Sergeant R. D. Martinez  
M. C. Garcia

### THIRD RECRUIT TRAINING BATTALION

Commanding Officer  
Executive Officer  
Sergeant Major  
Chaplain  
Battalion Drill Master

Lieutenant Colonel C. A. Ashinhurst  
Major J. W. Schnarr  
Sergeant Major E. D. Ramirez  
Lieutenant B. J. McCreanor  
Staff Sergeant J. E. Jean

### COMPANY M

Commanding Officer  
Company First Sergeant

Captain S. W. Wise  
First Sergeant M. R. Reyes Sr.

### LEAD SERIES

Series Commander  
Chief Drill Instructor

First Lieutenant C. A. Payne  
Gunnery Sergeant L. D. Stowers

### FOLLOW SERIES

Series Commander  
Chief Drill Instructor

Captain S. J. Follett  
Gunnery Sergeant E. Gallardo

### MARINE BAND SAN DIEGO

Enlisted Conductor  
Drum Major

Staff Sergeant B. Z. Reed  
Staff Sergeant J. Kearney

### COLOR GUARD

National Color Bearer  
Organizational Color Bearer  
Rifle Bearer  
Rifle Bearer

Sergeant T. Tyllman II  
Sergeant T. Bohnenkamp  
Sergeant D. Cuevas  
Sergeant D. Yonking

# PLATOON 3261

## SENIOR DRILL INSTRUCTOR

STAFF SERGEANT M. ESCUTIA

## DRILL INSTRUCTORS

STAFF SERGEANT D. E. FUTCH

STAFF SERGEANT C. M. PEREZARDILLA

SERGEANT S. N. ORELLANA, JR.

## PHYSICAL FITNESS TEST

PRIVATE S. PEREZ (288)

## PLATOON HIGH SHOOTER

PRIVATE O. G. STECKLER (339)

INSTRUCTOR: SERGEANT T. BENAVIDES

## PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS J. R. MCNULTY

RECRUITED BY: STAFF SERGEANT T. DAVIS

PVT U. V. ALCANTARVAZQUEZ  
 PVT W. P. AYALA  
 PVT R. BARRAGANMENDEZ  
 PVT P. CHAVEZ  
 PVT A. C. CONTRERAS  
 PFC R. J. CORNEJOMENDOZA  
 PVT B. J. DANTZER  
 PVT R. H. FITCH III  
 PVT L. A. FLORES  
 PVT M. A. FRAGOSO  
 PFC I. FRUTOSSALGADO  
 PVT I. GRANADOS  
 PVT A. M. GUERRERO  
 PVT D. J. HAUSFELD  
 PVT E. M. HERNANDEZ  
 PFC K. W. HOFFMANN  
 PVT L. E. HUNGATE  
 PVT C. HUTCHINS  
 PFC\* D. C. JAMES

PFC F. S. LOGSDON  
 PVT D. MAGANAGARCIA  
 PVT D. G. MCKENRICK  
 PFC J. R. MCNULTY  
 PVT J. A. MOORE  
 PVT A. J. OCAMPO  
 PFC C. W. PEGG  
 PFC\* S. PEREZ  
 PVT D. J. ROCHESTER  
 PFC A. RODRIGUEZ  
 PFC\* G. ROMERO  
 PVT J. R. ROSARIO  
 PVT R. V. SALAZAR  
 PVT T. SANTANA  
 PFC J. P. SEGURA  
 PVT A. E. SHEHADEH  
 PVT O. G. STECKLER  
 PVT M. A. TANK  
 PVT M. L. WESTER

# PLATOON 3262

## SENIOR DRILL INSTRUCTOR

STAFF SERGEANT D. J. JONES

## DRILL INSTRUCTORS

STAFF SERGEANT K. N. PELHAM

STAFF SERGEANT F. T. RAUDALES

SERGEANT K. D. SCHEUER

## PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS L. S. LEDGERWOOD (300)

## PLATOON HIGH SHOOTER

PRIVATE G. S. SEACOTT III (339)

INSTRUCTOR: SERGEANT R. W. WRIGHT

PVT E. O. AVILAMIRANDA  
 PVT P. C. BANUELOS  
 PVT B. T. CAIN  
 PFC S. O. DAVILA  
 PVT S. DEANDA, JR.  
 PFC\* C. M. FALATKO  
 PVT J. A. GLASER  
 PVT J. W. HAZARD  
 PVT E. J. HINES  
 PVT R. C. HORN  
 PFC E. T. IVERS  
 PVT D. S. LAWSON  
 PFC L. S. LEDGERWOOD  
 PVT L. D. LEON  
 PFC S. P. LUEKE  
 PVT Z. T. LUNSFORD  
 PVT L. X. MADA III  
 PFC J. C. VARELA  
 PVT R. G. VEGA  
 PVT C. P. WEBSTER  
 PVT D. C. WEST, JR.  
 PVT J. I. WILLIS  
 PVT C. D. MCDUFFIE II  
 PVT C. R. MCMULLEN, JR.  
 PVT A. A. MIRANDARAMOS  
 PFC T. J. PIERSON

## PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS L. S. LEDGERWOOD

RECRUITED BY: STAFF SERGEANT M. LAMARCA

PFC\* Q. C. POLLARD  
 PVT J. P. PYEATTE  
 PFC J. SALGADO  
 PVT Y. H. SALIH  
 PVT G. S. SEACOTT III  
 PVT N. J. SHELDON  
 PVT B. E. SILVA  
 PFC R. K. SOLOMON  
 PVT R. C. STORDOCK  
 PVT J. T. STORMS  
 PFC R. E. SUNNA  
 PVT C. A. TATE  
 PFC D. P. VALASTRO  
 PVT J. C. VARELA  
 PVT R. G. VEGA  
 PVT C. P. WEBSTER  
 PVT D. C. WEST, JR.  
 PVT J. I. WILLIS  
 PVT D. M. WOODY  
 PFC B. P. YANG  
 PVT L. YU

# PLATOON 3263

## SENIOR DRILL INSTRUCTOR

STAFF SERGEANT J. F. PIEDRA

## DRILL INSTRUCTORS

STAFF SERGEANT A. R. BROWN

SERGEANT B. ARCEFUEENTS

SERGEANT J. G. LEOS

## PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS O. GONZALEZ (300)

## PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS D. R. LITTLE (338)

INSTRUCTOR: SERGEANT C. RIOS

PVT A. O. ARGUELLES  
 PVT J. BARRETO  
 PFC C. J. BEAN  
 PVT Z. R. BLOODGOOD  
 PVT C. J. BYRD  
 PVT D. O. CLARK  
 PVT J. J. CONTRERAS  
 PFC\* C. T. CORNFORD  
 PFC J. CORTEZ  
 PVT I. ESPARZA  
 PVT E. GARCIA  
 PVT A. GOZOLEZ  
 PFC O. GONZALEZ  
 PVT X. J. GONZALEZ  
 PFC\* A. J. HENEY  
 PVT V. G. HERRERA  
 PVT N. D. HICKS  
 PFC W. G. HUDDLSTON  
 PVT M. A. KHALIL  
 PFC\* D. R. LITTLE

## PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS D. J. WHEELER

RECRUITED BY: STAFF SERGEANT A. BARDINE

PVT M. L. LONG  
 PVT K. A. LUNAVENTURA  
 PVT M. MARTINEZ  
 PVT O. MARTINEZMINEZ  
 PFC D. MORENO  
 PFC A. B. NGUYEN  
 PFC C. N. NGUYEN  
 PVT L. F. NUNEZNUNZ  
 PVT L. E. ORELLANAESCAMILLA  
 PVT K. K. PATTY  
 PVT L. QUINTERO  
 PVT M. A. REYNA  
 PVT E. RODRIGUEZAPARICIO  
 PVT E. J. RUIZ  
 PVT M. S. SANNITO  
 PFC D. D. SHATS  
 PFC I. T. URBINA  
 PVT R. VARGAS  
 PVT K. M. WTERFORDMASON  
 PFC D. J. WHEELER

# PLATOON 3265

## SENIOR DRILL INSTRUCTOR

STAFF SERGEANT C. P. RABAUT

## DRILL INSTRUCTORS

STAFF SERGEANT J. G. FUENTES

STAFF SERGEANT G. J. GATCHAY

STAFF SERGEANT T. O. SMITH

## PHYSICAL FITNESS TEST

PRIVATE J. S. BARTELHEIMER (291)

## PLATOON HIGH SHOOTER

PRIVATE J. S. BARTELHEIMER (341)

INSTRUCTOR: CORPORAL N. J. MENJIVAR

PVT M. L. ACEVES  
 PVT E. P. ARNOLD  
 PFC M. D. BAGLEY  
 PVT J. S. BARTELHEIMER  
 PVT A. C. BECKERMAN  
 PFC A. S. BILLELAGARZA  
 PVT R. K. BUTLER  
 PFC L. A. CALAS  
 PFC A. A. CARVALHO  
 PVT K. W. CHA  
 PVT B. R. COLE  
 PFC C. D. DILLON  
 PVT M. T. DIXON  
 PFC\* I. L. DUDLEYMCGROGAN  
 PVT A. FAJARDO  
 PVT B. O. FREELAND  
 PVT M. A. GARCIA  
 PFC R. M. HAEFLING  
 PVT A. HERNANDEZZACARIAS  
 PFC D. A. HERRERA  
 PFC J. R. HICKS  
 PFC E. M. JAHAY  
 PFC J. J. JOWERS  
 PVT J. M. KAPP

## PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS C. W. OLSON

RECRUITED BY: SERGEANT M. A. HERANDEZ

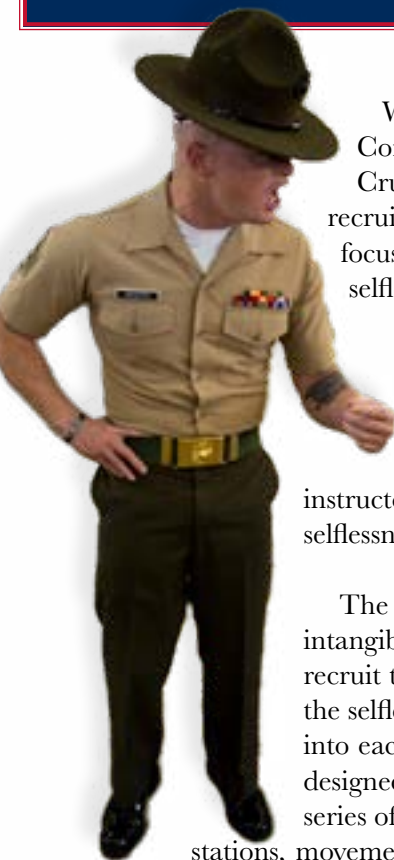
PFC D. J. LOPEZ  
 PFC A. M. LOZANO  
 PVT C. MARQUEZ, JR.  
 PVT N. MARQUEZ  
 PVT H. D. MCFADDEN  
 PFC\* C. W. OLSON  
 PVT M. O. PAEZBERGANZA  
 PVT C. J. PATTERSON  
 PVT J. M. PAYOPAY  
 PVT J. PEREZNUNEZ  
 PFC\* D. A. RAINES  
 PVT G. N. REYES  
 PFC\* C. R. RILEY  
 PFC E. A. ROBLESRUIZ  
 PVT Y. A. SANTOSALDERON  
 PVT Z. R. STRAUSS  
 PVT Q. A. TOWNSEND  
 PVT J. T. TROESTER  
 PVT D. R. VALDOVINOS  
 PVT A. C. WEBERHARVEY  
 PVT S. B. WISEMAN  
 PFC C. M. WYZARD  
 PVT G. J. YBARRA

## 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 face.



## 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 veterans. 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.

## PLATOON 3266

### SENIOR DRILL INSTRUCTOR

STAFF SERGEANT E. A. VELIZ

### DRILL INSTRUCTORS

STAFF SERGEANT J. A. HALLAS

SERGEANT W. P. ESPINOZACHAPA

SERGEANT E. A. RECODER

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS D. A. ROBLES (300)

### PLATOON HIGH SHOOTER

PRIVATE J. T. WILKES (343)

INSTRUCTOR: CORPORAL A. A. DOMINGUEZ

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS T. S. FERRELL

RECRUITED BY: STAFF SERGEANT E. RANGEL

PFC\* Z. A. ANDERSON  
 PVT A. ANGELES  
 PFC L. A. AYRES  
 PVT D. A. BARAJASRUIZ  
 PVT C. D. BINGLEY  
 PVT J. H. BRUCE  
 PFC J. A. CAHILL  
 PVT K. A. CARTER  
 PVT A. F. DOHERTY  
 PFC T. S. FERRELL  
 PVT R. F. GARCIA  
 PVT F. GARCIAARREDONDO  
 PVT E. E. GODOY  
 PFC G. M. GREEN  
 PFC J. H. HERMAN  
 PVT A. HERNANDEZ  
 PFC Z. R. JENNINGS  
 PFC N. C. LEREW  
 PVT J. G. LINARES  
 PVT O. F. MCGUIGAN

PFC A. A. MILLER  
 PVT A. H. NGUYEN  
 PVT S. J. PINEDAGUEVARA  
 PFC M. R. RAMIREZ  
 PVT J. S. REYES  
 PFC\* D. A. ROBLES  
 PVT R. SALEM  
 PVT F. SANTOSLUCERO  
 PFC J. P. SMURPHAT  
 PVT E. A. SOLIS  
 PVT E. A. SORIANO  
 PVT J. H. SPATES  
 PVT V. A. TAHMAHKERA  
 PFC D. L. TERRY  
 PFC\* G. J. THOMPSON  
 PVT R. F. VARGAS  
 PFC E. J. WALTERS  
 PVT J. T. WILKES  
 PFC K. X. ZAMORA

## PLATOON 3267

### SENIOR DRILL INSTRUCTOR

STAFF SERGEANT A. F. CENICEROS

### DRILL INSTRUCTORS

STAFF SERGEANT W. D. GIDEON

SERGEANT F. J. AYALA

SERGEANT J. G. OROZCO

### PHYSICAL FITNESS TEST

PRIVATE S. M. ELSARRAF (289)

### PLATOON HIGH SHOOTER

PRIVATE J. M. RAMIREZ (341)

INSTRUCTOR: SERGEANT J. GARCIA

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS B. D. FARMER

RECRUITED BY: STAFF SERGEANT HERNANDEZ

PVT C. J. AGUILAR  
 PVT C. K. ALM  
 PVT J. G. CARILLO  
 PFC I. A. CUELLAR  
 PVT J. P. DAVIS  
 PVT A. DELEON  
 PVT A. G. DURBANO  
 PFC D. C. EISENTRAUT  
 PVT S. M. ELSARRAF  
 PVT A. ENRIQUEZ  
 PFC B. D. FARMER  
 PFC Q. A. FLANSCHA  
 PVT J. A. GOMEZ  
 PVT J. K. GONZALEZASCENCIO  
 PFC A. S. HIDAKAGORDON  
 PFC L. A. ISCO  
 PFC E. M. KARRS  
 PVT T. J. KEARNS

PVT K. R. LARGENT  
 PVT V. J. MORGAN  
 PVT H. K. MORTAMER  
 PVT C. R. PERRY  
 PVT F. J. PORRAS  
 PFC J. T. RADEMACHER  
 PVT J. M. RAMIREZ  
 PVT S. M. RUIZ  
 PFC\* S. SAVANE  
 PVT Z. A. SMITH  
 PVT C. D. THORN  
 PVT T. TORRES  
 PVT T. B. TREVINO  
 PFC J. J. VALDOVINOS  
 PVT K. X. VANG  
 PFC\* T. J. WATSON  
 PVT S. A. WILBUR  
 PFC\* S. D. WILEY

# WHY THE TRANSFORMATION?

The most important things the Marine Corps does for our nation is 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.