

## 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,

A handwritten signature in black ink, appearing to read 'D. R. Kazmier'.

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.

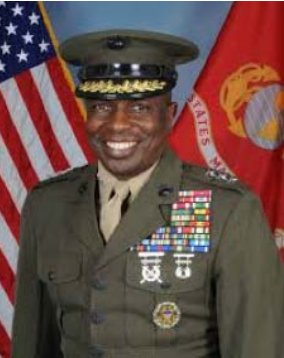
### COMMITMENT

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.





# Parade Reviewing Officer



LIEUTENANT GENERAL  
**WALTER E. GASKIN SR.**  
UNITED STATES MARINE CORPS

After attending Officer Candidates School in 1972, he graduated from Savannah State University’s NROTC Scholarship Program with a Bachelor of Science in 1974. Lieutenant General Gaskin also earned a Master’s degree in Public Administration from the University of Oklahoma in 1992. He has also completed the Senior Executive Seminar from the JFK School of Government, Harvard University in 2002. His professional military education includes The Basic School (1974) and Amphibious Warfare School (1982-1983) in Quantico; the United States Army Command and Staff College, Leavenworth, KS (1986-1987); the Army War College, Carlisle Barracks, Carlisle, PA (1993-1994); and the Combined/Joint Force Land Component Command (C/JFLCC) Course, Carlisle Barracks, Carlisle, PA (2009) .

Lieutenant General Gaskin’s supporting establishment service includes assignment as Series Commander and Company Commander at Marine Corps Recruit Depot, Parris Island, SC; Marine Officer Instructor, Savannah State University NROTC Unit; Assistant Officer Selection Officer (OSO), Recruiting Station Macon, GA; Action Officer in charge of Unit Environmental Training Programs for Marine Corps Combat Development Center.

Lieutenant General Gaskin’s assignments with II MEF include service as the G-3 Current Operations Action Officer and Operations Officer for II MEF (Forward) supporting Exercise Battle Griffin in Norway; Head of Expeditionary Operations for II MEF G-3; and as Commanding Officer of 22nd MEU SOC during deployment as Landing Force-6th Fleet (LF6F), participating in Exercises Bright Star 99/00 in Egypt and Infinite Moonlight in Jordan and assigned as the Strategic Reserve for operations in Bosnia and Kosovo.

Lieutenant General Gaskin was the Commanding Officer of 2nd Battalion, 2nd Marines and also served as the Commanding Officer of Battalion Landing Team 2/2 when the battalion was assigned to the 22nd Marine Expeditionary Unit (MEU), Special Operations Capable (SOC), II Marine Expeditionary Force (MEF) for deployment as Landing Force-6th Fleet (LF6F) during Operations Assured Response and Quick Response in defense of American Embassies in Liberia and The Central African Republic.

# Parade Reviewing Officer (cont.)

In addition to his service at Camp Lejeune, Lieutenant General Gaskin has served with 3rd Force Service Support Group (Echo and Foxtrot Logistics Support Units); 3rd Marine Division (Division Command Center) in Okinawa, Japan; and with Combined Forces Command C/J-3, Seoul, South Korea as the Head of Ground Forces Branch.

Lieutenant General Gaskin’s first assignment as a General Officer was the Commanding General, Training and Education Command in Quantico in March 2000. Additionally, he served as the Chief of Staff, Naval Striking and Support Forces-Southern Europe and as the Deputy Commanding General, Fleet Marine Forces-Europe in Naples, Italy from 2002 to 2004. He served as the Commanding General of Marine Corps Recruiting Command in Quantico, VA beginning in July 2004.

Lieutenant General Gaskin served as the Commanding General of the 2d Marine Division at Camp Lejeune, NC from June 2006 until July 2008. In addition to this role, he simultaneously served as the Commanding General of II Marine Expeditionary Force (Forward). During this tour, Lieutenant General Gaskin led II MEF (Forward) during its year-long deployment to Al Anbar Province, Iraq as the Commanding General of Multinational Forces-West.

Lieutenant General Gaskin served as the Vice Director of The Joint Staff, Washington, D.C. from July 2008 until May 2009.

Lieutenant General Gaskin assumed his duties as the Deputy Chairman, NATO Military Committee, Brussels, Belgium on March 22, 2010.

Lieutenant General Gaskin retired on 1 Nov 2013, with 39 years of honorable and faithful service.

Mr. Gaskin previously served as the Managing Director in Charge of Operation Management Complex of Global Bank in Irvine CA.

Mr. Gaskin is currently the Chief Executive Officer of La Porte Technology Defense (LAPORTECH).

Additionally, he is an active board member of Savannah State University Foundation, Rise against Hunger, Consortium for Africa, Marine Corps University Foundation and the American College of National Security Leaders (ACNSL).

# 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	Sergeant Major Devon A. Lee
Parade Reviewing Officer	Lieutenant General Walter E. Gaskin Sr.

## RECRUIT TRAINING REGIMENT

Commanding Officer	Colonel Daniel R. Kazmier
Executive Officer	Lieutenant Colonel Charles B. Kroll
Sergeant Major	Sergeant Major Chasen E. Getty
Regimental Drill Master	Gunnery Sergeant Justin L. Saunders
Narrator	Staff Sergeant William M. Zahorak

## SECOND RECRUIT TRAINING BATTALION

Commanding Officer	Lieutenant Colonel D. H. Webster
Executive Officer	Major K. M. Stahl
Sergeant Major	Sergeant Major E. O. Hidalgo
Chaplain	Lieutenant J. B. Birch
Battalion Drill Master	Staff Sergeant C. A. Gray

## COMPANY G

Captain A. S. Madden  
First Sergeant E. R. Twigg

## LEAD SERIES

Captain P. A. Ullrich  
Gunnery Sergeant J. J. Garcia

## FOLLOW SERIES

Captain W. Leon  
Gunnery Sergeant V. A. Rhoads

## MARINE BAND SAN DIEGO

Gunnery Sergeant V. Ney  
Gunnery Sergeant R. Brooks

## COLOR GUARD

Sergeant B. M. Hall  
Sergeant B. A. Schell  
Sergeant J. M. Yearsley  
Sergeant C. L. Bates

Commanding Officer  
Executive Officer  
Sergeant Major  
Chaplain  
Battalion Drill Master

Commanding Officer  
Company First Sergeant

Series Commander  
Chief Drill Instructor

Series Commander  
Chief Drill Instructor

Enlisted Conductor  
Drum Major

National Color Bearer  
Organizational Color Bearer  
Rifle Bearer  
Rifle Bearer

PLATOON  
2141

SENIOR DRILL INSTRUCTOR  
GUNNERY SERGEANT B. G. BIANCHI JR.

DRILL INSTRUCTORS  
STAFF SERGEANT J. M. YULEE  
STAFF SERGEANT C. A. BOSTICK  
STAFF SERGEANT E. RODRIGUEZ  
STAFF SERGEANT C. R. STARK

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS S. E. POPILLION (292)

PLATOON HIGH SHOOTER  
PRIVATE FIRST CLASS J. S. Cwik III (337)  
INSTRUCTOR: SERGEANT T. D. FRISBEE

PLATOON HONORMAN  
PRIVATE FIRST CLASS S. E. POPILLION  
RECRUITED BY: STAFF SERGEANT A. M. KING

PVT	N. T. BROWN	PVT	B. MONTOYA
PVT	A. W. COLVIN	PVT	J. W. MULLINS
PVT	C. F. CORCHADO	PFC	C. L. OREMUS
PFC*	J. S. Cwik III	PVT	T. L. PEITZ
PFC	R. J. DRISKELL	PFC	D. G. PEREZ
PVT	J. R. GRACIANO	PFC	S. E. POPILLION
PFC	S. A. GRANADOS	PVT	S. E. ROSE
PVT	J. S. GUERRA	PVT	A. SANCHEZ
PVT	M. D. GUSTAFSON	PFC	J. P. SAVARD II
PVT	B. J. HENDRICKSON	PVT	D. C. SCHWARTZ
PVT	V. M. HERRERAGARIBAY	PFC	I. V. SOSA
PVT	J. A. HUERTA	PVT	K. A. TSO
PVT	R. A. HUTCHESON	PVT	D. G. TURNER
PVT	A. Y. KIM	PVT	A. J. VAZQUEZ
PVT	B. KOTROUS	PVT	S. R. VILLALOBOS
PFC*	M. A. KOUSHEL	PVT	B. A. WALKER
PFC*	J. P. LOMAN	PFC	C. W. WEAVER
PFC	S. R. MANNAVA	PVT	J. H. WEDEKIND
PVT	S. MARES	PVT	A. J. YANEZ
PFC	T. J. MAY		

PLATOON  
2142

SENIOR DRILL INSTRUCTOR  
GUNNERY SERGEANT C. L. WAIKIKI

DRILL INSTRUCTORS  
GUNNERY SERGEANT M. A. SANCHEZ  
STAFF SERGEANT G. L. BURRELL  
STAFF SERGEANT J. R. WOOD  
SERGEANT J. M. YEARSLEY

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS A. A. LUSTFIELD (297)

PLATOON HIGH SHOOTER  
PRIVATE FIRST CLASS G. A. JEFFERSON (332)  
INSTRUCTOR: SERGEANT T. W. MORGAN

PLATOON HONORMAN  
PRIVATE FIRST CLASS A. A. LUSTFIELD  
RECRUITED BY: STAFF SERGEANT M. T. WACKLER

PVT	E. J. BAUMEISTERCASTRO	PVT	J. MONTOYA JR.
PFC	J. J. FAZ	PVT	R. MORENO
PFC	M. H. GABALLA	PFC	I. J. NAVA
PVT	D. A. GANDARA	PFC	M. D. OTTOLINI
PVT	A. A. GARCIA	PVT	M. PARCHMAN
PVT	J. C. GARCIA	PFC	A. PEREZ
PVT	J. I. GARCIA	PVT	S. R. PUTNAM
PVT	N. M. GLENN	PFC	S. C. SIEGEL
PFC	J. A. GONZALEZ	PVT	C. M. SMITH
PFC	N. G. HODSON	PFC*	Z. R. SPEVAK
PFC	G. W. IVERS	PVT	I. W. STOTT
PFC	G. A. JEFFERSON	PFC*	J. S. STRONG
PFC	C. A. JENKINS	PVT	G. TORRES
PVT	D. W. JOHNSON	PFC	P. R. VEGA
PVT	J. E. LUPPINO	PFC	J. VENCESNAVARRETE
PFC	A. A. LUSTFIELD	PVT	L. R. VOWERS
PVT	K. K. MATAUTO	PFC	D. WALRAVEN

PLATOON  
2143

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT J. R. HUCKABA

DRILL INSTRUCTORS  
STAFF SERGEANT G. RANGELLUCIO  
SERGEANT K. O. GONZALEZ  
SERGEANT D. C. RIFE

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS Q. A. TRUITT (294)

PLATOON HIGH SHOOTER  
PRIVATE J. N. HORNE (331)  
INSTRUCTOR: SERGEANT J. A. JOAQUIN

PLATOON HONORMAN  
PRIVATE FIRST CLASS Q. A. TRUITT  
RECRUITED BY: STAFF SERGEANT M. W. RENDERED

PVT	B. M. COMBS	PVT	K. J. RODRIGUEZCHARNECO
PVT	A. C. FRANCO	PVT	A. RODRIGUEZRUIZ
PFC	V. GALLEGOS JR.	PVT	D. T. ROLLINS
PVT	A. J. GARCIA	PVT	J. ROSS
PFC	A. I. GARCIA	PFC	Z. T. ROSS
PVT	P. M. GARCIA	PFC	D. SAAVEDRAVILLA
PVT	M. A. GONZALEZ	PVT	S. A. SABRI
PVT	L. J. HATFIELD	PVT	A. A. SALAS
PVT	J. N. HORNE	PVT	O. SANCHEZ
PVT	R. K. JOHNSON	PFC	J. E. SANTIESTEBAN
PVT	R. C. JOHNSON	PVT	J. N. SNEDEN
PVT	R. T. MILLER	PFC	C. J. SHULTE
PVT	E. NESTOR	PVT	T. A. SCHUTZENHOFER
PVT	J. T. PAINTER	PFC	M. K. STORMS JR.
PFC	D. T. PETERSON II	PVT	E. B. SYLAS
PVT	R. E. RHOADES II	PVT	T. L. TALARO
PFC*	T. L. RICHARDSON	PFC*	Q. A. TRUITT
PFC	J. R. RIVERA	PVT	B. A. WALTERS

PLATOON  
2145

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT I. H. LORIA

DRILL INSTRUCTORS  
STAFF SERGEANT F. NUNEZ  
SERGEANT D. F. WAGGONER  
SERGEANT T. J. RONISH

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS D. J. STONE (291)

PLATOON HIGH SHOOTER  
PRIVATE S. A. LOPEZ (331)  
INSTRUCTOR: SERGEANT R. S. HOLLAND

PLATOON HONORMAN  
PRIVATE FIRST CLASS D. J. STONE  
RECRUITED BY: STAFF SERGEANT J. W. JACKSON

PVT	B. Q. ADAMS	PVT	M. A. ONTIVEROS
PVT	M. E. ELIASSALGADO	PVT	A. J. OROZCO
PVT	N. E. FOLSE	PVT	R. N. PERKINS
PVT	Q. E. FROELICH	PVT	L. A. RAMIREZ
PVT	T. J. GRANT	PVT	E. W. RAWLINS
PVT	M. T. HAYWOOD	PFC	C. M. RIFE
PFC	T. R. HEANSSTAGGS	PVT	A. M. RIVERA
PVT	J. A. JOHNSON	PVT	T. E. RODGERS
PVT	M. A. KANE	PVT	A. J. SCHOENHOFER
PVT	K. W. LACHAPELLE III	PFC	T. A. SELLARS
PFC*	K. V. LANDEROS	PVT	I. R. STJOHN
PVT	S. A. LOPEZ	PFC*	D. J. STONE
PVT	R. N. LOWE	PVT	D. J. TIGLAS
PFC	M. L. MAINEY	PFC	P. R. VERDUZCO
PVT	B. MANRIQUEZ	PVT	B. M. WESTERHOFF
PFC	C. J. MCGUIRE	PVT	J. E. WIDENMANN
PVT	J. C MCLARRY	PVT	R. E. WILLIAMS
PFC	J. NOYOLASALINAS	PVT	T. E. ZARAGOZA
PVT	A. OCHOA		



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 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.

PLATOON 2146

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT K. R. WILTON

DRILL INSTRUCTORS

STAFF SERGEANT M. G. CATTERTON

SERGEANT C. BATES

SERGEANT R. A. LOPEZ

PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS S. D. CRUZ (293)

PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS C. M. DUDEK (331)

INSTRUCTOR: CORPORAL WALLACE

PLATOON HONORMAN

PRIVATE FIRST CLASS D. BELCHER III

RECRUITED BY: SERGEANT B. FEHEY

PFC N. D. ALBANESE

PVT I. J. ALVARADO

PVT M. J. ALVARADO

PFC\* D. BELCHER III

PVT B. D. BENSEN

PFC G. C. BLANC

PVT J. BOLANOS

PVT B. L. BOROWSKI

PVT A. BRITO

PVT T. J. BUHR

PFC\* J. S. BUTTICE III

PFC F. J. CABRERA

PVT J. M. CAMPBELL

PFC K. A. CARTER JR.

PFC K. X. CEA

PVT J. A. CHRISTIANSEN

PFC C. D. CLEMENS

PFC K. A. CLINGAN

PVT J. N. COY

PFC S. D. CRUZ

PVT S. W. DAVIS

PVT E. A. DEFORD

PVT K. D. DEMIENTIEFF

PFC C. M. DUDEK

PFC J. J. EISCHEID

PVT J. R. FARIAS

PVT S. M. HILMER

PVT S. N. HOLLOWAY

PVT E. D. JUAREZSALES

PVT A. D. READING

PFC P. S. STRATTON

PFC S. W. TESCH

PVT M. J. THORNE

PFC D. M. WAKI

PVT D. G. WILLIAMS

PLATOON 2147

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT D. O. ROBINSON

DRILL INSTRUCTORS

STAFF SERGEANT C. M. TAYLOR

SERGEANT A. D. JOHNSON

SERGEANT S. J. LESHER

PHYSICAL FITNESS TEST

PRIVATE D. D. PLEITES (282)

PLATOON HIGH SHOOTER

PRIVATE B. A. BARNES (336)

INSTRUCTOR: SERGEANT C. E. OTERA

PLATOON HONORMAN

PRIVATE FIRST CLASS G. E. ATKINSON

RECRUITED BY: GUNNERY SERGEANT J. K. HINTON

PFC J. A. ABARCA

PVT I. A. ANDERSONPILLA

PFC S. M. ARMSTRONG

PFC\* G. E. ATKINSON

PVT E. E. AVALOS

PFC A. A. BAILEY

PVT B. A. BARNES

PVT A. BASEMORE

PFC O. G. BAUTISTA

PVT N. T. BEAL

PVT S. D. BIRKY

PVT A. F. BOCARDOCOVARRUBIAS

PFC T. J. BOLES

PFC J. A. BRAY

PFC R. D. BRISTOL

PVT D. E. CARPENTER

PVT N. D. CHARLEY

PVT D. D. DOCKERY

PFC D. D. DUARTE

PVT D. W. DUTSON

PFC P. R. GALVAN

PVT D. E. GOMEZ II

PVT E. J. HANSEN

PFC N. HAUBER

PFC S. E. HERNANDEZ

PFC\* T. A. JAEGER

PVT B. E. KOESTER

PFC A. J. LOBATO

PFC C. D. MARTINEZ

PVT D. S. MCCLAIN JR.

PVT E. MELO

PVT D. J. MICHEL

PFC F. MONTALVO

PVT D. D. PLEITES

PVT J. R. REMER

PVT R. C. SANCHEZ

PFC C. T. SWINFORD

PVT D. T. TRAFELET



# 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.