

## 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 William M. Jurney, 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



SERGEANT MAJOR  
**BERNARD T. JACKSON II**  
UNITED STATES MARINE CORPS

Sergeant Major Jackson enlisted in the Marine Corps in August 1988. He reported for recruit training at Marine Corps Recruit Depot Parris Island, S.C., during November 1988. Upon completion, he was assigned to military occupational specialty 3051, supply warehouseman, in Barstow, Calif.

Sergeant Major Jackson reported to Marine Barracks Pearl Harbor, Hawaii, in January 1989 as a warehouse clerk. While serving as the warehouse clerk he was filling the billet of a warehouse chief. While still stationed at Marine Barracks Pearl Harbor he was promoted to lance corporal in May 1989

Sergeant Major Jackson was transferred to Marine Corps Base (MCB) Quantico, Va., to Marine Security Guard School in January 1992 as a student. Upon completion of Marine Security Guard School, he was assigned to American Embassy Cairo, Egypt, where he served as a watch stander and supply noncommissioned officer and was promoted to corporal. Sergeant Major Jackson was reassigned to American Embassy Madrid, Spain, and served as a watch stander and mess noncommissioned officer. He was promoted to sergeant during June 1993.

Sergeant Major Jackson received orders to First Force Service Support Group in June 1994. He was assigned to the Training Allowance Pool as the Assistant Warehouse Chief and Platoon Sergeant. He was also assigned as the 22 Area Guard Chief. In June 1996 he was reassigned to Marine Expeditionary Service Support Group (MSSG)-11 Supply Detachment. While assigned to MSSG-11 he participated in operations Vigilant Sentinel and Southern Watch. He was promoted to rank of staff sergeant in February 1998.

Sergeant Major Jackson volunteered for orders to Drill Instructor duty and reported to Drill Instructor School, MCRD San Diego, Calif., in January 1999. Sergeant Major Jackson was assigned to Lima Company, 3d Recruit Training Battalion, where he served as a Drill Instructor, Senior Drill Instructor and Battalion S-4 Chief. He was promoted to gunnery sergeant during September 2002.

Parade Reviewing Officer (cont.)

In September 2002, Sergeant Major Jackson received orders to Marine Security Battalion, MCB Quantico, where he served as the Headquarters Company Gunnery Sergeant. In December 2004 Sergeant Major Jackson was reassigned to Staff Noncommissioned Officer Academy where he served as a Faculty Advisor and Chief Instructor of the Career Course. While assigned to MCB Quantico he was also a summer augment for Officer Candidate School, where he served as Sergeant Instructor and Platoon Sergeant for Charlie, Echo and Alpha companies. He was promoted to first sergeant in September 2006.

In March 2006, Sergeant Major Jackson reported to 1st Battalion, 11th Marine Regiment, where he was assigned as the Bravo Battery First Sergeant. While assigned to Bravo Battery, Sergeant Major Jackson served in combat operations with 3d Battalion, 1st Marines, 13th Marine Expeditionary Unit (Special Operations Capable) in Operation Iraqi Freedom 6-8.

In June 2008, Sergeant Major Jackson was reassigned to 1st Bn., 11th Marines, as the Headquarters Battery First Sergeant.

In February 2009, Sergeant Major Jackson reported to Marine Air Control Group 38, Marine Wing Communication Squadron 38, where he was assigned as Bravo Company First Sergeant. While assigned to Bravo Company, 1stSgt Jackson deployed to Afghanistan in support of Operation Enduring Freedom 10-2.

In May 2011, Sergeant Major Jackson was promoted to his current rank and assigned to Marine Corps Recruiting Station Buffalo, New York, as the RS Sergeant Major.

In March 2014, Sergeant Major Jackson reported to 9th Communication Battalion to serve as the Battalion Sergeant Major.

In May 2016, Sergeant Major Jackson reported to 12th Marine Corps District to serve as the District Sergeant Major.

Sergeant Major Jackson’s awards include the Meritorious Service Medal with a gold star in lieu of second award, the Navy and Marine Corps Commendation Medal with two gold stars in lieu of third award and the Navy and Marine Corps Achievement Medal with two gold stars in lieu of third 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 William M. Jurney  
Chief of Staff Colonel Jim G. Gruny  
Sergeant Major Sergeant Major Devon A. Lee  
Parade Reviewing Officer Sergeant Major Bernard T. Jackson II

**RECRUIT TRAINING REGIMENT**  
Commanding Officer Colonel Daniel R. Kazmier  
Executive Officer Lieutenant Colonel Arturo Hernandez  
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 J. L. Sjoberg  
Executive Officer Major N. A. Teach  
Sergeant Major Sergeant Major E. O. Hidalgo  
Chaplain Lieutenant J. Birch  
Battalion Drill Master Staff Sergeant J. Gray

**COMPANY H**  
Captain B. K. Hua  
First Sergeant G. S. Hernandez

**LEAD SERIES**  
Captain S. L. Batchelder  
Gunnery Sergeant D. Rodriguez

**FOLLOW SERIES**  
Captain J. F. Gabel  
Gunnery Sergeant J. E. Sypole

**MARINE BAND SAN DIEGO**  
Gunnery Sergeant F. M. Gaxiola  
Staff Sergeant B. R. Williams

**COLOR GUARD**  
Sergeant D. Poganski  
Sergeant G. M. Starr  
Sergeant T. J. Speckel  
Sergeant S. T. Hamilton

PLATOON  
2161

SENIOR DRILL INSTRUCTOR

STAFF SERGEANT Z. S. CARRINGTON

DRILL INSTRUCTORS

STAFF SERGEANT A. R. CORONA

STAFF SERGEANT T. H. KASTRUP

SERGEANT M. E. SCHIHL

PHYSICAL FITNESS TEST

PRIVATE J. H. LUEDERS (293)

PLATOON HIGH SHOOTER

PRIVATE J. H. LUEDERS (339)

INSTRUCTOR: SERGEANT M. C. SCARBROUGH

PLATOON HONORMAN

PRIVATE FIRST CLASS A. E. URRUTIA

RECRUITED BY: STAFF SERGEANT K. M. NAGIA

PLATOON  
2162

SENIOR DRILL INSTRUCTOR

STAFF SERGEANT N. P. DAVENPORT

DRILL INSTRUCTORS

STAFF SERGEANT N. E. BURRELL

SERGEANT T. K. SCHILLING

SERGEANT C. J. ZUNIGA

PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS M. D. THOMPSON (292)

PLATOON HIGH SHOOTER

PRIVATE S. D. MORENO (337)

INSTRUCTOR: SERGEANT J. O. KING

PLATOON HONORMAN

PRIVATE FIRST CLASS F. E. VAZQUEZVETA

RECRUITED BY: SERGEANT N. R. GULA

PLATOON  
2163

SENIOR DRILL INSTRUCTOR

STAFF SERGEANT J. R. DRAKE

DRILL INSTRUCTORS

STAFF SERGEANT T. J. HAYMAN

STAFF SERGEANT I. J. JERNIGAN

STAFF SERGEANT K. TORIAN

PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS D. J. JEFFERSON (294)

PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS A. L. TYCZYNSKI (334)

INSTRUCTOR: SERGEANT D. LUEA

PLATOON HONORMAN

PRIVATE FIRST CLASS M. J. LEDESMA

RECRUITED BY: STAFF SERGEANT S. STEVEN

PLATOON  
2165

SENIOR DRILL INSTRUCTOR

STAFF SERGEANT G. E. ZEEK II

DRILL INSTRUCTORS

STAFF SERGEANT M. A. AGUILAR

SERGEANT M. T. CELMAR

SERGEANT A. M. JAIMES

PHYSICAL FITNESS TEST

PRIVATE H. B. FORRESTER (291)

PLATOON HIGH SHOOTER

PRIVATE J. G. DIEDIKER (340)

INSTRUCTOR: SERGEANT J. E. LANDIS

PLATOON HONORMAN

LANCE CORPORAL D. C. RAMIREZ

RECRUITED BY: SERGEANT O. A. ABDOULAYE

PVT C. D. BITTLE  
PFC\* B. T. BOGAN  
PVT A. U. BUSTILLOS  
PFC C. A. CAMBRA  
PFC V. CHI  
PVT M. R. CINCOSKI  
PVT N. J. CODY  
PVT B. M. COOK  
PVT T. M. CRONAU  
PFC J. U. DUARTERUIZ  
PFC S. ELIAS JR.  
PFC C. K. EVERS  
PFC E. R. FAFARD  
PVT R. J. GIPPRICH II  
PFC M. S. HILSTON  
PVT J. IBARRA  
PFC F. LANDEROS JR.  
PVT E. T. LINGO JR.  
PVT B. R. LOPEZ III  
PVT J. LOPEZ JR.  
PVT J. H. LUEDERS  
PVT M. A. MARTINEZ  
PVT J. A. MCDONALD  
PFC\* W. R. MEDRANO  
PVT S. A. MEYER  
PVT C. C. NEILSON  
PFC V. NGUYEN  
PFC E. OCHOA

PVT K. F. OJIMA  
PFC\* C. A. OTTO  
PVT H. A. PORTILLO  
PVT J. R. PRESTON  
PVT T. A. PURDY  
PVT R. J. REYES  
PVT C. B. RITCHESON  
PFC R. J. RUEDIGER  
PFC J. M. SINCLAIR  
PFC O. TEPOZOTLAN JR.  
PVT K. B. TOMAS  
PFC T. V. TONTI  
PFC O. A. TREJOGARCIA  
PFC J. A. TUBURAN  
PFC L. M. TUCKER  
PFC E. N. TURCIOS  
PFC A. E. URRUTIA  
PVT D. VARGAS  
PVT A. A. VELASCO  
PFC E. VILLEGASSANCHEZ  
PVT C. T. WEISS  
PVT J. M. WESTPHAL  
PFC B. G. WHITNEY  
PFC M. V. YOUNG  
PFC\* C. ZAMORA  
PFC C. J. ZARAUELA  
PVT S. ZULETA

PVT A. O. ACEVEDO  
PFC R. A. ALMANZAGARCIA  
PVT M. J. BONELLO  
PVT T. I. BRADLEY  
PVT B. T. CALDERON  
PFC D. J. CAMACHO  
PFC R. CAMACHO  
PVT A. CAMPOSLOPEZ  
PVT C. L. CASTRO  
PVT R. DELACRUZ  
PVT C. D. DURANT  
PFC C. M. ERICKSON  
PVT Z. M. EVANS  
PVT T. D. ILLINGWORTH  
PVT J. P. MANN  
PFC J. MARQUEZ  
PFC C. MARTINEZ  
PFC\* S. E. MATTHEWS  
PVT K. R. MCGAURAN  
PVT F. A. MORALES  
PVT J. A. MORALES JR.  
PVT J. A. MORENO  
PVT S. D. MORENO  
PFC A. J. MUNOZ  
PFC K. A. NELSON  
PVT A. S. NOFLIN II  
PFC G. B. NORRIS

PFC G. NUNEZ  
PVT R. A. OXFORD  
PFC N. D. PEREZ  
PVT J. P. PHIPPS  
PVT T. D. PICKENS  
PVT C. R. PLATTS  
PVT J. C. PLIMMER  
PFC J. PONCENIETO  
PVT J. I. POSPICAL  
PVT K. R. POWER  
PFC K. RAICEVIC  
PVT B. E. SAMLETZKA  
PVT B. K. SANDERS  
PFC\* S. T. SEALS  
PVT C. J. SECOR  
PVT J. E. SERRANO  
PVT M. F. STAUFFER  
PVT E. W. TAYLOR  
PFC\* M. D. THOMPSON  
PVT B. TOSADO  
PFC J. B. TURNER  
PVT U. VALIENTE JR.  
PFC Q. M. VANDEMARK  
PFC F. E. VAZQUEZVETA  
PFC\* T. R. WADDELL  
PVT E. C. WENGERTER III  
PVT J. T. WILKIN

PVT A. B. BEAMAN  
PVT C. S. BELL  
PFC\* J. C. CAREWGONZALES  
PFC S. A. CHALSTROM  
PVT E. CHAVEZ  
PVT C. T. CHRISTIANSON  
PVT B. CISNEROS  
PVT I. S. COOPER  
PFC S. P. CRONIN  
PVT N. D. CURRIER  
PFC P. A. DELEON  
PVT G. C. DELGADO  
PVT J. E. DELLAVEDOVA  
PVT J. A. ECHAVARRIA  
PFC\* C. W. FALLON  
PVT W. P. HAMILL  
PFC A. F. HUERTA AVILA  
PFC D. J. JEFFERSON  
PVT T. M. JORDAN  
PVT D. A. LANGHAM  
PFC M. J. LEDESMA  
PVT S. G. LEWIS  
PVT Z. C. LEWIS  
PVT K. C. LOGAN  
PVT S. O. LOUSMA  
PVT A. R. MAGALLANEZ  
PVT R. O. MARTINEZ

PVT R. MARTINEZ  
PFC C. W. MARTYN  
PVT M. I. MOORE  
PVT J. D. MOYA  
PFC M. J. MYERS  
PVT R. OCHOA II  
PVT E. E. PEREZAMORA  
PVT L. R. PHILLIPS  
PVT I. P. PUENTE  
PVT E. RAMIREZ  
PVT J. E. REFUERZO  
PVT A. D. RENFROW  
PVT J. J. RIVERA  
PFC E. RODRIGUEZ  
PVT I. J. SANDOVAL  
PVT M. J. SANTAANA  
PFC J. V. SAYEGH  
PFC\* J. X. SCOTT  
PVT C. R. SHILLITO  
PFC A. SIERRA JR.  
PFC C. J. SMITH  
PVT G. L. TARANTINO  
PFC D. J. TEGGE  
PFC\* N. A. TERRY  
PFC A. L. TYCZYNSKI  
PVT R. L. WATSON  
PVT B. T. WYATT

PFC J. C. ARROYO  
PVT K. S. BAILEY  
PFC T. F. BALDWIN  
PVT I. S. CLARKPRATHER  
PVT A. B. COLLINS  
PVT A. L. DANNER  
PFC\* B. A. DIAZ  
PVT J. G. DIEDIKER  
PVT Z. R. DONATO  
PVT S. A. DUMAS  
PFC J. W. DURAN  
PVT C. E. ESTRADA  
PFC L. A. ESTRADA  
PVT W. J. EVANS  
PVT H. B. FORRESTER  
PFC C. J. FREDERICK  
PVT S. M. GAJEWSKI  
PVT A. GARCIA  
PVT J. S. GIEM  
PFC Z. A. GREEN  
PFC Z. G. HAMMETT  
PVT J. D. HARRISTAPPIN  
PVT Z. G. HARTSOOK  
PVT D. E. HERNANDEZ  
PVT E. M. HERNANDEZ  
PVT R. E. HERNANDEZ  
PVT M. A. HORN  
PFC I. J. HOUSLEY  
PVT T. J. HRIBAR

PVT B. HUERTA  
PVT E. T. ITURRIAGADELREAL  
PFC\* T. T. JENKINS  
PFC W. M. JENSEN  
PVT J. A. KURIAN  
PVT M. M. MARINELLO  
PFC L. MARTINEZPADILLA  
PVT A. MEDINA  
PFC E. J. MORALES  
PVT J. D. NUNEZ  
PVT A. J. ORTIZ  
PVT J. A. OVIEDO  
PFC C. R. PALMER  
PFC\* C. W. PANNELL  
LCPL\* D. C. RAMIREZ  
PVT D. T. RAMIREZ  
PVT J. E. REIDY  
PVT J. F. RODRIGUEZ  
PVT J. SALGADO  
PVT A. A. SCALZE III  
PVT D. C. SEDLACEK  
PVT T. P. STACER  
PFC D. J. WALTER  
PFC C. J. WAUN  
PVT C. W. WILSON  
PFC G. E. WILSON  
PFC S. M. WINSTON  
PVT N. S. WOHLERS



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 2166

SENIOR DRILL INSTRUCTOR  
SERGEANT B. M. MAIER

DRILL INSTRUCTORS

SERGEANT M. T. BROCK

SERGEANT J. R. MACKINNON

PHYSICAL FITNESS TEST  
PRIVATE I. D. NEUNER (294)

PLATOON HIGH SHOOTER  
PRIVATE J. E. DAVIS (335)  
INSTRUCTOR: SERGEANT C. J. ARDELL

PLATOON HONORMAN  
PRIVATE FIRST CLASS M. A. COLON  
RECRUITED BY: SERGEANT J. H. VELETZUY

PFC C. A. ANDERSON  
PFC L. A. ARELLANES  
PFC C. S. BAN  
PVT O. D. BARRERA  
PVT M. I. BERGUM  
PFC J. P. BERNARDO  
PVT E. BOTELLO  
PFC J. J. BRUNGARDT  
PVT L. R. BUMA  
PVT A. T. CALDERON  
PVT A. C. CARLEY JR.  
PVT J. B. CASTILLOTE  
PFC C. J. CAUGHRON  
PFC\* M. A. COLON  
PVT J. J. DAGUPION  
PVT J. E. DAVIS  
PVT G. G. DELRIO  
PVT J. J. ECHAVARRIAHERNANDEZ  
PFC H. FERNANDEZPEREZ  
PVT A. D. GARCIA  
PVT C. GARCIA  
PVT T. A. GAWITH  
PVT J. D. GHEREBEN  
PVT B. L. GORDON  
PVT P. J. GUTKNECHT  
PVT B. D. HANNEMAN  
PFC T. E. HEADRICK

PVT J. T. HENDERSON  
PVT D. J. HOFFMAN  
PFC\* R. C. HORN  
PVT C. J. HOWARD  
PFC M. G. JORDAN  
PFC J. T. KILLILEA  
PFC\* B. L. KILLINGSWORTH  
PVT A. A. LAMBERT  
PVT I. A. LOPEZ  
PFC O. G. LOPEZANGULO  
PVT S. E. LOVELACE  
PVT D. W. METZGER  
PFC\* J. L. MORALES III  
PFC T. M. MURRIETTA  
PVT I. D. NEUNER  
PVT R. NUEVO  
PFC M. A. PANGBURN  
PFC W. PANGELINAN  
PVT J. S. RIMOLA  
PFC K. R. ROHLEDER  
PVT M. G. STILLION  
PVT A. V. SUAREZ  
PVT M. A. SUSTAITA  
PFC H. TING  
PVT M. J. WANG  
PVT A. ZUAZO

Meritorious Promotion \*

PLATOON 2167

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT G. RANGEL

DRILL INSTRUCTORS

STAFF SERGEANT C. A. MALVEAUX  
STAFF SERGEANT J. M. LOPEZ  
SERGEANT J. GONZALEZCRUZ  
SERGEANT C. A. GOSS

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS W. S. BROWN (300)

PLATOON HIGH SHOOTER  
PRIVATE FIRST CLASS F. BRAVO (330)  
INSTRUCTOR: SERGEANT T. D. FRISBEE

PLATOON HONORMAN  
PRIVATE FIRST CLASS W. S. BROWN  
RECRUITED BY: GUNNY SERGEANT B. D. MARTIN

PVT R. D. ALONZO  
PVT N. ALVARADO  
PVT A. ALVAREZ JR.  
PFC C. R. ANDREWS  
PVT L. AYALA  
PVT B. J. BAKER  
PFC B. D. BALTAZAR  
PVT Z. H. BARR  
PFC\* A. L. BEARD  
PFC A. D. BEHM  
PVT J. L. BERRY  
PVT D. J. BETROS  
PVT R. A. BETTACK  
PVT D. K. BINGHAM  
PVT N. J. BOWMAN  
PFC N. P. BRACKEE  
PVT N. S. BRADLEY  
PFC F. BRAVO  
PVT W. R. BROWN  
PFC\* W. S. BROWN  
PFC G. J. BRUNDGARDT  
PVT J. R. BURKE  
PFC I. N. BUSTOS  
PFC B. R. CALDERWOOD  
PVT W. J. CAMAC JR.  
PVT J. A. CONKWRIGHT  
PVT N. S. DAVIS  
PVT G. W. DUNWALD

PVT S. S. DUNWALD  
PFC S. M. FIEL  
PVT B. R. FLORES  
PFC J. J. FRANCIS  
PVT R. FUENTES  
PVT S. S. GARCIA  
PFC J. R. GARLAND  
PFC T. R. GARRETT  
PFC\* N. C. GEORGE  
PVT Z. M. HALVERSON  
PVT M. A. HAMDEN  
PFC J. G. HAMILTON  
PVT M. J. HERNANDEZ  
PVT J. HERRERALOPEZ  
PVT C. C. HOLDERBAUM  
PVT K. D. HOLLIS  
PVT K. L. JACKSON JR.  
PFC G. W. JAYNE III  
PVT Z. J. JOHNSON  
PVT A. M. KIRCHMANN  
PFC K. N. LAM  
PVT Q. M. LAMPTON  
PFC H. C. LANCE  
PFC B. L. LAWSON  
PVT J. A. LOPEZ  
PVT J. O. PEREA  
PVT T. J. PEREZ

Meritorious Promotion \*



# 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.