

## 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 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, 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 male and female 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 at San Diego’s Balboa Park for the 1915 Panama-California Exposition.

Thirteen buildings have been named for famous Marines, such a Daly Barracks, Pendleton Hall, Lejuene Hall, McDougall Hall, and Day Hall. Today, the Depot has 388 acres and 25 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. 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.

Semper Fidelis,

J. W. Jones  
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 “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, and 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  
**Troy E. Black**  
Sergeant Major of the  
Marine Corps

Sergeant Major Black assumed his current post as the 19th Sergeant Major of the Marine Corps on July 26, 2019. A native of Louisville, Kentucky, he attended recruit training at Marine Corps Recruit Depot Parris Island, S.C., in April of 1988.

Throughout his career, Sergeant Major Black has been assigned numerous duties to include: 0331 Machine Gunner, Machine Gun Squad and Section Leader; Weapons Platoon Sergeant and Weapons Platoon Commander; Drill Instructor, Senior Drill Instructor, DI School Instructor, and RTR Drill Master; First Sergeant, G Company 2d Bn, 1st Marines, E Company 3d Amphibious Assault Battalion, Officer Candidates School; Sergeant Major, 3d Bn, 7th Marines, Combat Logistics Battalion 5, 11th Marine Expeditionary Unit, 1st Marine Logistics Group, and Manpower and Reserve Affairs.

He has deployed aboard the USS Forrestal (CV-59) in support of Operation JUST CAUSE and to the Mediterranean in 1989; deployed in support of Operation SEA SOLDIER, DESERT STORM/DESERT SHIELD, and SEA ANGEL with 3rd Bn, 5th Marines in 1990, and to Okinawa in 1992; to Iraq with 2d Bn, 1st Marines in support of Operation IRAQI FREEDOM II (OIF) in 2004; deployed with 13th Marine Expeditionary Unit (Special Operations Capable) during Operation BRIGHT STAR and to Iraq in support of Operation Steel Curtain in 2005; to Afghanistan with 3d Bn, 7th Marines in support of Operation ENDURING FREEDOM in 2010; deployed with Combat Logistics Battalion 5 in support of Operation Enduring Freedom in 2012; and deployed in support of WESTPAC 14.2 and Operation INHERENT RESOLVE with the 11th Marine Expeditionary Unit in 2014.

## Parade Reviewing Officer (cont.)

Sergeant Major Black has a Bachelor of Science in Terrorism and Counterterrorism Studies from National American University and graduated from the Joint Special Operations Forces Senior Enlisted Academy December of 2011.



## 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 their 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 their 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 they are the honor graduate of their 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 they are the high shooter in the company. The company high shooter also receives a certificate from the Company Commander denoting that they are 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 they are the most physically fit Marine in their 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  
Sergeant Major T. E. Black

### RECRUIT TRAINING REGIMENT

Commanding Officer  
Executive Officer  
Sergeant Major  
Regimental Drill Master  
Narrator

Colonel J. L. Jones  
Lieutenant Colonel S. T. Woo  
Sergeant Major P. F. Agan Jr.  
Gunnery Sergeant J. Leyva  
Staff Sergeant M. C. Redfield

### THIRD RECRUIT TRAINING BATTALION

Commanding Officer  
Executive Officer  
Sergeant Major  
Chaplain  
Battalion Drill Master

Lieutenant Colonel C. A. Ashinhurst  
Major E. A. Joses  
Sergeant Major A. Cruz Jr.  
Lieutenant E. Morales  
Staff Sergeant E. G. Amana

### COMPANY I

Commanding Officer  
Company First Sergeant

Captain W. B. Brennan  
First Sergeant C. A. Fuentes

### SERIES 3201

Series Commander  
Chief Drill Instructor

Captain C. I. Hubbard  
Staff Sergeant C. J. Ruane

### SERIES 3205

Series Commander  
Chief Drill Instructor

Captain A. J. Musfeldt  
Staff Sergeant M. R. Moser

### MARINE BAND SAN DIEGO

Enlisted Conductor  
Drum Major

Gunnery Sergeant M. Harper  
Sergeant T. Oberholtz

### COLOR GUARD

National Color Bearer  
Organizational Color Bearer  
Rifle Bearer  
Rifle Bearer

Sergeant P. F. Scorgl  
Sergeant F. A. Gaillou  
Sergeant F. E. Aguilar  
Sergeant B. S. McCreary

# PLATOON 3201

## SENIOR DRILL INSTRUCTOR

SERGEANT X. F. NAVA

### DRILL INSTRUCTORS

SERGEANT J. SALES

SERGEANT J. T. MITRANO

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS D. X. VANHOUTEN (279)

### PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS E. ESPINOSA (335)

INSTRUCTOR: SERGEANT K. R. BROWN

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS C. J. BARTLOME

RECRUITED BY: SERGEANT M. SIMEONA

PVT M. D. AGULAR  
PVT A. J. AUPPERLEE  
PFC C. J. BARTLOME  
PFC\* R. E. BROWN  
PFC\* D. C. COATS  
PVT C. E. CORTEZ  
PVT D. O. EDEGBE  
PFC\* E. ESPINOSA  
PFC O. ESPINOSA  
PVT C. A. FLETES  
PFC\* J. A. GARZA  
PFC G. A. HAST  
PFC N. W. HAYES  
PVT A. A. JOHNSON  
PFC I. M. KNOWLES  
PFC M. LEDEZMA  
PVT G. LOCKE  
PVT B. MANZOVARGAS

PFC E. MENESES  
PFC F. M. MUSSLEWHITE  
PVT H. B. NGUYEN  
PVT M. R. PALENCIA  
PFC P. A. PALOMALOPEZ  
PVT A. J. GARZA  
PVT S. M. PLEMMONS  
PVT C. J. REIFEL  
PFC\* C. F. RODRIGUEZ  
PVT B. SOTELO  
PVT S. C. THOMAS  
PVT A. A. URIBE  
PVT C. D. VALLADE  
PFC\* D. X. VANHOUTEN  
PVT D. E. VILLALOBOS  
PFC T. D. WALKER  
PVT M. D. WALKER-ALFARO

Meritorious Promotion \*

# PLATOON 3202

## SENIOR DRILL INSTRUCTOR

STAFF SERGEANT J. C. RIOS

### DRILL INSTRUCTORS

STAFF SERGEANT J. E. LANDIS

STAFF SERGEANT M. A. PEREZ

STAFF SERGEANT D. M. NYGAARD

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS D. VILLEGASPEREZ (299)

### PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS A. J. ROGERS (328)

INSTRUCTOR: SERGEANT T. J. KELLY

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS K. C. WALKER

RECRUITED BY: SERGEANT J. SANCHEZ

PVT E. M. AGUILAR  
PFC C. A. AVILA  
PVT J. A. BALDERAMAS  
PVT M. G. BECK  
PVT D. J. BUCHANAN  
PVT L. I. COROTHERS  
PVT J. A. CARREON  
PVT I. S. CASTROMENDOZA  
PVT M. M. CERDA  
PVT M. C. CLARK  
PFC J. B. CORTESRAMOS  
PFC D. C. DAVIS  
PVT C. L. DIXON  
PVT J. A. FRIAS  
PFC T. J. FREBRURG  
PVT J. M. GLADFELTER  
PVT V. N. GOLTZ  
PVT D. F. GONZALES  
PFC\* A. E. GONZALEZ

PVT T. J. GRANT  
PFC A. K. HOLCOMB  
PVT O. IRANKUNDA  
PVT N. J. JEWELL  
PVT H. W. JORGENSEN  
PVT M. P. KIBLER  
PFC V. KOVOLENKO  
PVT N. J. LINCON  
PVT A. M. LINQUIST  
PFC\* C. S. MCFADDEN JR.  
PVT A. MEDINA  
PVT F. E. MEDINAMUNOZ  
PFC H. T. NGUYEN  
PVT J. A. NORDQUIST  
PFC D. VILLEGASPEREZ  
PVT B. E. POTTER  
PVT A. A. PARADA  
PFC\* K. C. WALKER  
PFC A. J. ROGERS

Meritorious Promotion \*

# PLATOON 3203

## SENIOR DRILL INSTRUCTOR

SERGEANT J. D. LAUPUA

### DRILL INSTRUCTORS

SERGEANT W. G. MCKOY III

SERGEANT F. J. ROSARIO

SERGEANT B. J. SIMON

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS K. D. ANDERSON (278)

### PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS W. D. WILD (334)

INSTRUCTOR: SERGEANT F. A. JETER

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS K. D. ANDERSON

RECRUITED BY: STAFF SERGEANT S. COOK

PFC I. M. ANDERSON  
PFC\* K. D. ANDERSON  
PVT S. J. BALAREZO  
PVT M. C. BECK  
PVT A. R. BRICKER  
PVT B. R. CHAPPLE  
PFC K. M. CHRISTY  
PVT T. G. DOKE  
PFC\* N. A. FERNANDEZ  
PVT A. C. FLOREZSERRANO  
PVT R. A. GONZALEZ  
PVT E. T. GREGORY  
PVT K. R. HILLS  
PVT J. D. HOPKINS  
PVT D. J. HYNES  
PVT K. D. JAMES  
PVT E. B. JOE

PFC J. P. KEOHANE  
PVT P. KORDI  
PFC\* C. M. KREWSON  
PFC R. MARTINEZNAVARRO  
PVT S. D. MENDIOMONTANO  
PVT C. P. MOWRY  
PFC A. NINO  
PFC\* K. A. REYES  
PVT C. A. SALDANADIEGO  
PVT Z. N. SHIMEALL  
PVT J. SOLISDELGADO  
PVT G. A. TELLER  
PVT K. A. TOWNSER  
PFC A. URDA  
PVT C. A. WASHBURN  
PFC W. D. WILD  
PVT D. M. YALEN

Meritorious Promotion \*

# PLATOON 3205

## SENIOR DRILL INSTRUCTOR

STAFF SERGEANT W. MONTALBAN

### DRILL INSTRUCTORS

STAFF SERGEANT E. A. SMITH

STAFF SERGEANT J. CASTANEDA JR.

STAFF SERGAENT K. D. INMON

### PHYSICAL FITNESS TEST

PRIVATE W. H. JENSEN (286)

### PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS J. A. STELLHORN (334)

INSTRUCTOR: SERGEANT W. R. COLMERAUER

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS S. K. RICHARDS

RECRUITED BY: SERGEANT A. PINTO

PFC\* A. A. ALVAREZ  
PVT J. L. ARROYO  
PVT D. D. BENALLY  
PVT J. M. BROWN  
PVT D. J. BUTLER  
PVT C. J. CARTWRIGHT III  
PVT D. E. CASTILLO  
PVT B. M. COX  
PFC F. EHAN  
PVT D. T. FORMARO  
PVT A. E. HUNTER JR.  
PFC A. HURTADO  
PVT W. H. JENSEN  
PFC K. N. JOHNSTON  
PVT D. Z. LEONARD  
PFC L. A. MARTINEZ  
PVT J. M. MCCOL

PVT D. J. MCDONALD  
PVT D. A. MORA  
PVT D. B. NEMEC  
PVT B. L. NEWHOUSE  
PVT E. D. PELKEY  
PVT E. A. PEYTON  
PVT A. T. RAMIREZ  
PVT V. M. REYES  
PFC\* S. K. RICHARDS  
PFC J. A. RICHTER  
PFC D. SAMAYOA  
PVT J. D. SHUEY  
PFC J. A. STELLHORN  
PFC N. O. STORLIE  
PVT J. J. TALMADGE  
PVT O. L. VAUGHN  
PVT C. J. WRIGHT

Meritorious Promotion \*

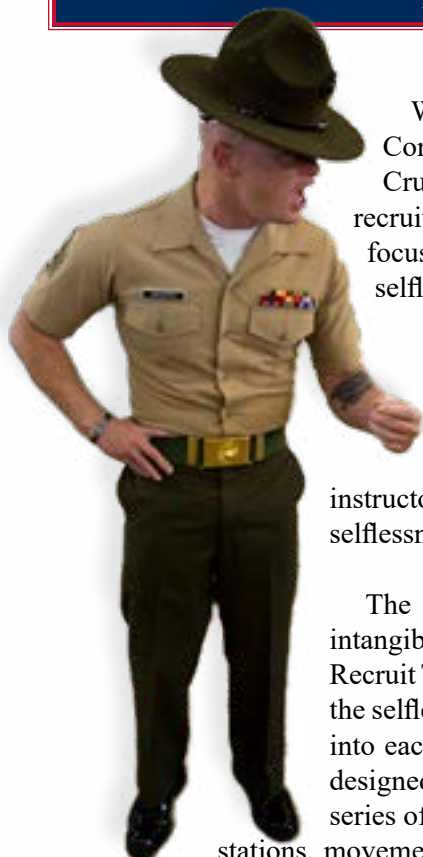
## PHASE II

### 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 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 3206

**SENIOR DRILL INSTRUCTOR**  
STAFF SERGEANT S. TORRESROSADO

### DRILL INSTRUCTORS

SERGEANT K. DEMONTE  
SERGEANT G. FELIXGOMEZ  
SERGEANT A. MADRUGA  
SERGEANT H. J. PARTIDA

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS T. S. STREGE (286)

### PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS C. A. VELEZ (333)  
INSTRUCTOR: SERGEANT B. J. JONES

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS J. A. EGLESTON  
RECRUITED BY: STAFF SERGEANT A. D. BARBER

PFC R. A. ANDERSON  
PFC B. M. BAILEY  
PVT L. T. BOOMS  
PFC J. CASTILLO  
PVT D. N. CLARK  
PVT C. J. COLEMAN  
PVT R. J. EBANKSCARDWELL  
PFC\* J. A. EGLESTON  
PFC J. GAITAN  
PFC M. N. GORMAN  
PFC C. I. GURLEY  
PVT R. GUTIERREZ JR.  
PVT J. A. HERNANDEZ  
PVT O. HERNANDEZ  
PVT N. C. HOELTKE  
PFC J. A. IBARRA  
PFC J. K. JIMENEZMARTINEZ  
PVT W. A. KIRKLEY

PVT A. E. MACIEL  
PFC M. A. MORENO  
PFC A. C. OBRIEN  
PVT P. PELAYO  
PVT K. U. PEREZ  
PVT M. I. RAMIREZ  
PVT M. A. RODRIGUEZ  
PVT M. J. ROMAN  
PVT R. SALAZAR  
PVT C. SANCHEZ  
PFC C. D. SCHWARTZ  
PFC N. A. STAPLETON JR.  
PFC\* T. S. STREGE  
PVT M. E. TOVAR  
PFC C. A. VELEZ  
PVT E. R. WESSELL  
PVT J. A. WYATT  
PVT L. S. YOUNGBLOOD

## PLATOON 3207

**SENIOR DRILL INSTRUCTOR**  
STAFF SERGEANT G. S. SCHAEFER

### DRILL INSTRUCTORS

STAFF SERGEANT R. M. VALDEZ  
STAFF SERGEANT J. IBANEZDIAZ  
STAFF SERGEANT D. PEREZ

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS K. AMANI (280)

### PLATOON HIGH SHOOTER

PRIVATE J. V. HUFF (334)  
INSTRUCTOR: SERGEANT T. HAWKINS

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS K. AMANI  
RECRUITED BY: STAFF SERGEANT D. MCCARTER

PFC K. AMANI  
PVT G. K. ADAMS  
PVT H. A. BANKS  
PVT C. E. BENBROOK  
PVT L. M. CARDENASOLIVAREZ  
PFC A. D. CAUDLE  
PFC S. DELAFUENTE  
PVT J. N. FUENTES  
PFC L. U. GALLEGOS  
PVT A. GUEVARA  
PFC T. A. HILL  
PFC\* R. R. HINOJOSA JR.  
PVT J. V. HUFF  
PVT S. A. HUMBER  
PVT K. C. LANE  
PVT D. LOPEZ

PVT R. MACIAS JR.  
PVT J. J. MALDONADO  
PFC\* G. W. MATTHEWS  
PVT F. NUNEZ  
PVT M. T. ORTEGA  
PFC C. Y. RODRIGUEZ  
PVT D. H. RODRIGUEZ  
PVT A. C. RODRIGUEZ  
PFC A. SANCHEZ JR.  
PFC R. A. SCHILLING JR.  
PFC A. D. SOSA  
PFC A. G. TORRES  
PVT E. M. WARE  
PVT M. A. JAKUBAUSKAS  
PFC J. VERGARA



# 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 military operations, and not quite operations, and not quite civil police duties.

The Nation has committed 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: the determination to overcome any obstacle that stands in the 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.