

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 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 a Daly Barracks, Pendleton Hall, Lejuene Hall, McDougall Hall, and Day Hall. Today, the depot has 388 acres and Twenty-five buildings listed on the national register of historic places.

The Commanding Officer of Recruit Training Regiment



On behalf of Brigadier General Jason L. Morris, Commanding General, Marine Corps Recruit Depot and Western Recruiting Region, and the Marines, Sailors and civillian Marines of Recruit Training Regiment, welcome to this morning’s graduation ceremony. Your presence here today is greatly appreciated. As we recognize your Marine’s significant accomplishment, enjoy this special day in their life.

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

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

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 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



Major General
Michael F. Fahey III
Commanding General
4th Marine Division

Major General Michael F. Fahey III was commissioned in 1987 after graduating from the University of San Diego. His initial assignment after The Basic School and Infantry Officer Course was to Third Battalion, Ninth Marines, Camp Pendleton, California where he served as a Rifle Platoon Commander, Weapons Platoon Commander, and Company

Executive Officer, as well as deployed in support of Operation DESERT SHIELD / DESERT STORM.

After completing his active duty tour in 1995, Captain Fahey joined the Marine Corps Reserve, where he initially served as the Logistics/S-4 Officer, 4th Medical Battalion, San Diego.

In May 1997, Captain Fahey transitioned to the Intelligence Field, serving as an Intelligence Analyst with the Joint Detachment San Diego and the Joint Intelligence Center Pacific (JICPAC) Honolulu until May 2000. From August 2000 to November 2003, he served as an Intelligence Officer with 4th Force Reconnaissance Company, Reno, NV. From there, he mobilized and deployed with 1st Force Reconnaissance Company in Operation IRAQI FREEDOM as an Intelligence Officer and P-3 Orion Aerial Observer.

From January 2004 to April 2005, he served as Deputy Director, Joint Detachment San Diego, and JICPAC, Honolulu. From April 2005 to August 2006, he served as Commanding Officer, Alpha Company, Intelligence Support Battalion, San Diego.

From August 2006 to September 2008, he served as Commanding Officer, 4th Force Reconnaissance Company, Alameda, CA. From November 2008 to August 2010, he served as Deputy Director at Joint Detachment Denver, Colorado, and Joint Intelligence Operations Center, Honolulu.

From August 2010 to September 2013, he served as the Officer in Charge and as a Faculty Member at National Intelligence University, Defense Intelligence Agency (DIA), Washington D.C. From September 2013 to June 2015, he served as the Commanding Officer, Intelligence Support Battalion, New Orleans.

Parade Reviewing Officer (cont.)

From August 2015 to August 2016, he mobilized supporting Operation Freedom Sentinel, serving as the Deputy for Operations to the Office of the Defense Representative, Pakistan.

From August 2016 to August 2018, he served as the Commanding General, Force Headquarters Group, Marine Forces Reserve in New Orleans. From August 2018 to September 2020, he served as Commanding General, Marine Forces South, and in October 2020 he assumed Command of the 4th Marine Division.

Major General Fahey's service education includes the U.S. Marine Corps Command & Staff College, the U.S. Naval War College, the U.S. Air War College, and the U.S. Army War College. He is a graduate of the Canadian Armed Forces Command & Staff College, the Advanced Joint Professional Military Education, the Defense Intelligence Agency, the Post-Graduate Intelligence Program, and the Harvard Kennedy School Senior Executives in National and International Security Program. He is a graduate of Harvard University Extension School with a Masters in Liberal Arts and the U.S. Army Airborne and Ranger School. He is a graduate of the Combined, Joint Force Land Component Commander course, Senior Joint Information Operations Application Course, and the National Defense University's CAPSTONE General and Flag Officers course.

Major General Fahey's awards and decorations include the Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal with Gold Star, Joint Service Commendation Medal, Navy and Marine Corps Commendation Medal, Joint Service Achievement Medal, Navy and Marine Corps Achievement Medal, and Combat Action Ribbon with Gold Star.



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
Major General M. F. Fahey

RECRUIT TRAINING REGIMENT

Commanding Officer
Executive Officer
Sergeant Major
Regimental Drill Master
Narrator

Colonel J. W. Jones
Lieutenant Colonel L. S. Woo
Sergeant Major P. F. Agan
Gunnery Sergeant J. Flores
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. Joses
Sergeant Major A. Cruz
Lieutenant Junior Grade E. Morales
Staff Sergeant N. Pantony

COMPANY I

Commanding Officer
Company First Sergeant

Captain J. F. Hunt
First Sergeant C. A. Fuentes

LEAD SERIES

Series Commander
Chief Drill Instructor

Captain S. C. Goodard
Staff Sergeant M. J. McLaughlin

FOLLOW SERIES

Series Commander
Chief Drill Instructor

Captain K. L. Ventrella
Staff Sergeant T. W. Hayes

MARINE BAND SAN DIEGO

Enlisted Conductor
Drum Major

Gunnery Sergeant M. Harper
Staff Sergeant C. H. Palmer

COLOR GUARD

National Color Bearer
Organizational Color Bearer
Rifle Bearer
Rifle Bearer

Sergeant D. L. Hill
Sergeant D. Reyes
Sergeant W. McKoy
Staff Sergeant J. Landis

PLATOON 3201

SENIOR DRILL INSTRUCTOR
STAFF SERGEANT M. R. MOSERGARCIA

DRILL INSTRUCTORS
SERGEANT A. FOFANA
SERGEANT J. D. LAUPUA
SERGEANT J. T. SALES

PHYSICAL FITNESS TEST
LANCE CORPORAL N. T. CASON (300)

PLATOON HIGH SHOOTER
PRIVATE M. M. MELKONYAN (332)
INSTRUCTOR: SERGEANT T. J. HAWKINS

PLATOON HONORMAN
LANCE CORPORAL N. T. CASON
RECRUITED BY: STAFF SERGEANT A. K. HOOPII

PFC Y. A. ALTER
PVT W. R. BAUTISTA
PFC S. L. BECKETT
PVT J. D. BRADEN
PFC H. CAMBAFERNANDEZ
LCPL* N. T. CASON
PFC* P. A. DIERS
PVT E. J. GAYTONMENDOZA
PFC* L. J. GUERRERO
PVT J. J. HERNANDEZ
PFC Y. A. HINOJOSA
PVT E. LARUMBE
PVT A. J. LEAL
PVT M. M. MELKONYAN
PFC M. MENDOZA

PVT K. V. MERESBANG
PVT E. PINTORDELAFUENTE
PVT J. A. RODRIGUEZ
PVT N. SIERRA III
PVT T. A. SOROE
PFC I. R. STONE
PVT A. URBINA
PFC C. I. VALDEZ
PFC* S. A. WOOLDRIDGE
PVT K. D. CHITTICK
PVT N. Y. NGUYEN
PVT A. A. GARCIA
PVT D. HURT
PVT H. YAROBWEMAL
PVT H. TAPIA

PVT J. ARAYA
PVT A. BASTIANOS
PFC U. BAZALDUAREYNA
PVT B. BERKEY
PFC* C. T. BOSS
PVT T. BRITTAIN
PVT K. BUNN
PVT C. FONSECA
PFC* J. U. GALVAN
PVT J. GARNER
PVT S. GONZALES
PFC D. GROSS
PFC I. HALL
PVT J. HEFNER
PVT C. HIBERT
PVT M. HIBERT
PVT C. LEARY

PLATOON HIGH SHOOTER
PRIVATE D. V. SANCHEZ (336)
INSTRUCTOR: SERGEANT F. J. RODRIGUEZ

PLATOON HONORMAN
PRIVATE FIRST CLASS D. GROSS
RECRUITED BY: GUNNERY SERGEANT A. R. MCCONNEL

PVT B. MCADOO
PVT S. MECHTLEY
PVT R. MORSE
PVT D. ORNELASBAEZA
PFC P. PEDRAZA
PVT J. PEGRAM
PFC J. POISSOIT
PVT C. RIOS
PVT E. RODRIGUEZ
PVT D. V. SANCHEZ
PFC D. TUCHSHERER
PFC D. VARGAS
PVT B. VARNUM
PVT Q. WEISS
PVT D. WRIGHT
PVT T. ZELLNER

PLATOON 3202

SENIOR DRILL INSTRUCTOR
STAFF SERGEANT A. E. SALAS

DRILL INSTRUCTORS
STAFF SERGEANT J. A. ARVAYOGARCIA
STAFF SERGEANT J. IBANEZDIAZ
SERGEANT D. SHARP

PHYSICAL FITNESS TEST
PRIVATE FIRST CLASS C. T. BOSS (293)

PLATOON 3203

SENIOR DRILL INSTRUCTOR
STAFF SERGEANT D. M. NEDEDOG

DRILL INSTRUCTORS
GUNNERY SERGEANT R. P. VILLA
STAFF SERGEANT S. TORRESROSADO
SERGEANT J. T. MILTRANO

PHYSICAL FITNESS TEST
PRIVATE FIRST CLASS J. SPENCER (289)

PLATOON HIGH SHOOTER
PRIVATE B. T. BRIGHT (335)
INSTRUCTOR: SERGEANT Z. B. MCKINLEY

PLATOON HONORMAN
PRIVATE FIRST CLASS S. SCOTT
RECRUITED BY: STAFF SERGEANT H. CORTEZ

PVT A. A. BLANCO
PVT J. BLANCO
PVT B. T. BRIGHT
PFC A. A. CHAVEZLEAL
PVT H. D. CROWDER
PFC A. DEEPENDRA
PVT J. DOMINGUEZ
PVT E. ESCANUELA
PVT E. J. GIBBONS
PVT J. JAURAGUI
PFC B. JONGEJANS II
PVT M. KEARNS
PFC M. LOVE
PVT A. LOZANO
PVT T. MA
PVT B. MANIFOLD

PVT B. MENDEZBRAVO
PVT K. ORTEGA
PVT E. RAMIREZ JR.
PFC M. RAMIREZ
PVT R. RAYA
PFC B. RUBIOPEREZ
PFC J. SALDANA
PVT J. SANDOVAL
PFC S. SCOTT
PVT G. SHERLOCK
PVT F. SILVESTRE
PFC* S. SMITH
PFC* J. SPENCER
PVT A. VAUGHAN
PFC P. WIESS
PVT T. WHEELER

PLATOON 3205

SENIOR DRILL INSTRUCTOR
STAFF SERGEANT C. J. RUANE

DRILL INSTRUCTORS
STAFF SERGEANT R. Q. NATER
SERGEANT K. A. DEMONTE
SERGEANT A. L. DITTSWORTH

PHYSICAL FITNESS TEST
PRIVATE K. J. SANDERS (282)

PLATOON HIGH SHOOTER
PRIVATE FIRST CLASS C. C. NICKERSON (332)
INSTRUCTOR: LANCE CORPORAL B. E. HENRY

PLATOON HONORMAN
PRIVATE FIRST CLASS S. A. COOPER
RECRUITED BY: GUNNERY SERGEANT D. CAIN

PVT H. A. BAILEY
PVT J. M. BALAKWIT
PVT J. E. BARNES
PVT M. U. BARRAGAN
PVT K. E. BORROUM
PFC M. A. BRAY
PFC R. W. CAMPBELL
PFC* S. A. COOPER
PVT T. R. CUNDALL
PVT M. W. GARDNER
PVT F. GIRESSENJUMPEAPANDA
PFC J. A. GRATNER
PVT K. E. HUFF
PVT L. T. JACKSON
PVT N. X. JONES

PVT R. L. JONES
PVT H. S. LEE
PVT E. LOPEZ
PVT C. E. MOREAU
PVT J. L. NEELEY
PFC J. D. NELSON
PFC C. C. NICKERSON
PFC B. M. OLIVERFOUST
PVT K. J. SANDERS
PVT I. SOLIS
PVT M. D. SWANSON
PVT K. K. TRAN
PVT A. S. VAJEEPIYANANTANON
PFC S. VANG
PVT M. A. VASQUEZ

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 3206

SENIOR DRILL INSTRUCTOR
GUNNERY SERGEANT A. R. DOHERTY
DRILL INSTRUCTORS
STAFF SERGEANT R. KOHLI
STAFF SERGEANT J. L. LANDIS
STAFF SERGEANT W. MONTALBAN

PHYSICAL FITNESS TEST
PRIVATE M. A. BELL (297)

PLATOON HIGH SHOOTER
PRIVATE FIRST CLASS R. A. GONZALEZ (328)
INSTRUCTOR: SERGEANT M. R. STEVENSON

PLATOON HONORMAN
PRIVATE FIRST CLASS J. L. JONES
RECRUITED BY: STAFF SERGEANT M. MAYBERRY

PVT A. J. ABARCA
PVT J. E. ACEVEDO
PVT A. R. ALVARADO
PFC S. AYALA
PVT M. A. BELL
PVT G. C. CALKINS
PVT S. CRUZPAREDES
PVT F. FLORES III
PFC* R. A. FLORES
PVT D. E. GARINER
PVT J. D. GARZA
PFC R. A. GONZALEZ
PVT D. O. HERRERANUBE
PFC* J. L. JONES
PVT S. J. LEVINE
PVT A. MARTINEZ

PFC C. P. MCCLANAHAN
PFC M. A. MENA
PVT M. D. NELSON
PFC E. L. OGLESBY
PFC F. M. OROZCOTORIVIO
PVT M. D. PADILLA
PVT B. O. QUINTANA
PVT K. B. RAMSEY
PVT L. A. REYESCRUZ
PVT K. F. RIVERAREYES
PFC* S. RUSHFORD
PVT I. VALLE
PVT B. WANG
PFC N. C. WEINZINGER
PVT S. Y. WISER
PFC J. M. ZUNIGACARLOS

PLATOON 3207

SENIOR DRILL INSTRUCTOR
GUNNERY SERGEANT R. LEYVA
DRILL INSTRUCTORS
STAFF SERGEANT G. S. ROOKSTOOL
SERGEANT J. S. DUENAS
SERGEANT X. F. NAVA

PHYSICAL FITNESS TEST
PRIVATE M. C. HIRSCH (294)

PLATOON HIGH SHOOTER
PRIVATE FIRST CLASS M. M. RAMIREZANDRADE (325)
INSTRUCTOR: SERGEANT Z. L. YABAO

PLATOON HONORMAN
PRIVATE FIRST CLASS G. L. JOHANSEN
RECRUITED BY: SERGEANT C. FORESTER

PVT J. A. ACINAS
PVT A. S. AUSTIN
PVT G. BADERGIRARDOT
PVT J. D. CLINE
PFC* L. A. DAFLER
PVT A. J. DIAZ
PVT J. J. EUMANA
PVT A. FERNANDEZ
PVT M. A. FERRELL
PVT A. E. GONZALEZ
PVT A. GUTIERREZ
PVT M. C. HIRSCH
PVT M. L. HONEYCUTT
PVT F. HUERTA
PVT H. A. HUSSEIN

PFC* G. L. JOHANSEN
PVT J. A. LEON
PFC J. A. MADRIGAL
PVT M. MEYER
PFC M. M. RAMIREZANDRADE
PFC M. R. REYES
PFC A. RODRIGUEZVERDUGO
PVT A. D. SANCHEZ
PVT B. J. SANCHEZ
PFC J. S. STOILJKOVIC
PFC A. URIBE
PVT J. M. VLASOVETZ
PVT S. J. DIAZMONTESDEOCA
PVT S. Z. TOE

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: 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.