

## 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



**Colonel**

### **Edward A. Garland**

Chief, Strategy, Policy and Doctrine Division  
Directorate of Strategy, Policy and Plans NORAD and  
U.S. Northern Command

Colonel Garland was born in Topeka, Kansas, and graduated college with a BA in Political Science and Criminal Justice from Washburn University. He is currently serving as the Division Chief, Strategy, Policy and Doctrine Division, J52/NORAD and USNORTHCOM.

Colonel Garland enlisted in the Marine Corps in 1987, and was designated as an Infantry 0352, ground missile assault-man. He deployed to Operations DESERT SHIELD and DESERT STORM serving with 1st Battalion, 8th Marines, and 2nd Tank Battalion. He was commissioned in 1992 and held various fleet assignment billets as the Anti-Tank Platoon Commander, and ground assignments at: 3d Battalion, 3d Marines, 1st Battalion, 12th Marines, 3d Marine Regiment, Marine Corps Base, Kaneohe Hawaii; 3d Force Service Support Group, Okinawa Japan; the First Marine Division, Camp Pendleton California; and Marine Forces Pacific, Hawaii. He served as a division lead officer, Regional Command Southwest, Afghanistan 201011.

Colonel Garland's assignments outside of the Fleet Marine Forces have been: Series Commander, Company Commander and Staff Secretary/Aide-de-Camp at the Marine Corps Recruit Depot (MCRD) San Diego, California; Joint Planner and Branch Chief for Current Operations, Plans and Exercises at USCENTCOM, Tampa FL; Division lead officer, MCRD San Diego; Battalion Commander, MCRD Parris Island; and Joint Exercise Support Group Commander, Cobra Gold 15, Republic of Thailand.

He is a graduate of the Marine Corps Amphibious Warfare School, the Army Command and General Staff College, the Joint Forces Staff College, and the Air War College. He holds a master's degree in Strategic Studies from the Air War College, Maxwell Air Force Base, Montgomery, AL.

Colonel Garland's personal awards include the Combat Action Ribbon, the Joint Achievement Medal, the Navy and Marine Corps Commendation Medal, the Meritorious Service Medal (four), the Defense Meritorious Service Medal and the Legion of Merit.

## Parade Reviewing Officer (cont.)



## 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  
Colonel E. A. Garland

### **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 Jr.  
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. A. Joses  
Sergeant Major A. Cruz Jr.  
Lieutenant E. Morales  
Staff Sergeant N. Pentony

### **COMPANY I**

Commanding Officer  
Company First Sergeant

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

### **LEAD SERIES**

Series Commander  
Chief Drill Instructor

Captain C. I. Hubbard  
Gunnery Sergeant A. R. Doherty

### **FOLLOW SERIES**

Series Commander  
Chief Drill Instructor

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

### **MARINE BAND SAN DIEGO**

Enlisted Conductor  
Drum Major

Gunnery Sergeant B. Hallquist  
Staff Sergeant C. H. Palmer

### **COLOR GUARD**

National Color Bearer  
Organizational Color Bearer  
Rifle Bearer  
Rifle Bearer

Sergeant P. F. Schorgl  
Sergeant D. Reyes  
Sergeant J. A. Sagadraca  
Sergeant F. S. Anzaldua

# PLATOON 3209

SENIOR DRILL INSTRUCTOR  
GUNNERY SERGEANT J. HUCKABA

## DRILL INSTRUCTORS

SERGEANT A. FOFANA

SERGEANT J. MITRANO

SERGEANT D. SHARP

## PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS T. A. KIRKHOFF (298)

# PLATOON 3210

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT J. RIOS

## DRILL INSTRUCTORS

STAFF SERGEANT W. MONTALBANERRER

STAFF SERGEANT E. SMITH

SERGEANT G. FELIX

## PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS T. W. WEEKS (291)

# PLATOON 3211

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT D. NEDEDOG

## DRILL INSTRUCTORS

STAFF SERGEANT R. VALDEZ

SERGEANT W. MCKOY

SERGEANT J. SALES

## PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS C. E. SANFORD JR. (279)

# PLATOON 3213

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT C. RUANE

## DRILL INSTRUCTORS

STAFF SERGEANT J. IBANEZ

SERGEANT K. DEMONTE

SERGEANT M. PEREZ

## PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS X. D. SUMISON (290)

### PLATOON HIGH SHOOTER

PRIVATE Z. M. FARMER (338)

INSTRUCTOR: LANCE CORPORAL I. C. PRINZING

### PLATOON HONORMAN

PRIVATE FIRST CLASS B. M. WIETING

RECRUITED BY: GUNNERY SERGEANT D. BECK

### PLATOON HIGH SHOOTER

PRIVATE E. A. ZIELINSKI (331)

INSTRUCTOR: SERGEANT J. P. PAUOLE

### PLATOON HONORMAN

PRIVATE FIRST CLASS A. E. GONZALEZ

RECRUITED BY: SERGEANT Z. GORBY

### PLATOON HIGH SHOOTER

PRIVATE Q. J. KROCHTA (337)

INSTRUCTOR: SERGEANT T. J. KELLY

### PLATOON HONORMAN

PRIVATE FIRST CLASS J. H. JAQUEZ

RECRUITED BY: SERGEANT H. SANCHEZ

### PLATOON HIGH SHOOTER

PRIVATE T. C. GRAFF (332)

INSTRUCTOR: CORPORAL T. CRAIG

### PLATOON HONORMAN

PRIVATE FIRST CLASS R. A. MILLER

RECRUITED BY: SERGEANT Z. URESTE

PVT A. T. BERGER  
PVT M. D. BUNDY  
PFC E. E. CAMACHO  
PVT W. A. CARMONA  
PVT R. CASAS JR.  
PVT K. K. CAVACO  
PVT T. M. CHERRY  
PVT A. H. DEJONG  
PFC J. ESCAMILLARODRIGUEZ  
PVT Z. M. FARMER  
PVT D. L. FIELDS JR.  
PFC P. GARZA JR.  
PFC J. A. GONZALEZ  
PVT G. E. HENSON  
PFC M. J. HOFER  
PFC\* E. HTOO  
PVT C. A. IRION  
PVT N. P. JONES  
PFC B. Z. KHANGBROSTOWITZ  
PFC T. A. KIRKHOFF  
PVT D. LANES  
PVT S. R. LASKE  
PFC C. R. LEYVA  
PVT M. T. MADSEN III  
PVT E. N. MARTINEZ  
PVT R. P. MEDINA  
PFC\* S. J. MICHAEL  
PVT G. F. MITCHELL  
PVT O. NEGRETE  
PVT N. G. NORMANDIN

PVT U. D. OCHOA  
PVT J. R. PASCUALFRANCISCO  
PVT S. C. PATRICK  
PFC\* A. M. PATZA  
PVT N. R. PETERSON  
PVT C. A. PILLMAN  
PFC M. PONCEJARQUIN  
PFC A. PRIOLOSANCHEZ  
PVT A. E. RAHEEL  
PVT D. A. RAMIREZ  
PVT J. D. REYNOSO  
PVT J. A. RIVERA  
PVT D. E. RODRIGUEZ  
PFC R. J. ROMAN  
PVT Z. A. SCHULTZ  
PVT C. A. SIERRA  
PVT M. N. SINGH  
PVT S. S. SORIANO FLORES  
PFC D. D. STEFFENS II  
PFC G. J. STEWART  
PFC G. SUAREZ  
PFC A. TEAPILAALMONTE  
PVT M. E. VICTOR  
PFC B. VILLEGAS  
PVT K. J. WAKE  
PVT R. WENCESLAO  
PFC\* B. M. WIETING  
PFC D. R. WIGHT  
PVT J. A. WONSMOS  
PVT N. A. WRIGHT

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\* P. C. KLINEFELTER  
PFC V. KOVOLENKO  
PVT N. J. LINCON

PVT A. M. LINQUIST  
PFC\* C. S. MCFADDEN JR.  
PVT I. MCKENZIE  
PVT A. MEDINA  
PVT F. E. MEDINAMUNOZ  
PFC H. T. NGUYEN  
PVT J. A. NORDQUIST  
PVT A. A. PARADA  
PVT B. E. POTTER  
PVT C. E. PUGA  
PFC\* L. L. REHNERT  
PFC W. J. RULAND  
PVT B. K. RYDHOLM  
PVT K. X. SANDOVAL  
PVT B. E. SCOTT  
PVT D. C. SKILLINGS  
PVT J. M. SMITH  
PFC D. M. SOLANO  
PVT D. J. STANPHILL  
PVT L. P. STELZER  
PFC\* K. G. STREATER  
PVT D. A. TRAN  
PVT J. TREJO  
PVT E. E. TROWBRIDGE  
PVT J. A. VANLANDINGHAM  
PFC T. W. WEEKS  
PVT E. A. ZIELINSKI

PVT D. J. BAKER  
PVT T. C. BATTENFIELD  
PFC\* M. M. BELL  
PFC D. A. BUNDALIAN  
PFC M. J. CHAVARRIA  
PVT N. D. CHURCH  
PVT K. M. CIULLA  
PVT A. J. COLON  
PVT A. R. CONTRERAS  
PVT C. A. CREVLING  
PFC C. CRUZ  
PFC J. A. DELACRUZ  
PVT E. S. DELEON  
PFC W. C. DICKINSON  
PVT L. P. DIDIONJONES  
PVT A. J. DIMAS  
PVT E. J. ESCOBEDORICO  
PFC W. C. FOSTER  
PVT M. C. FRANCE  
PVT N. M. FUENTES  
PVT T. T. GARDNER  
PVT A. A. GARZONSALTO  
PVT A. J. HALES  
PVT Z. G. HORMAN  
PFC\* J. H. JAQUEZ  
PVT T. O. JASPER  
PVT L. R. JETT  
PVT R. J. KOVAC  
PVT Q. J. KROCHTA  
PVT N. B. LANE

PVT N. J. LAWLER  
PVT A. I. LOPEZZARAGOZA  
PFC\* C. J. MARTINEZ  
PFC E. A. MARTINEZ  
PVT J. M. MCCALL  
PFC L. A. MCCARTHY  
PVT E. M. MOISAN  
PFC I. T. MONDRAGON  
PVT C. A. PAKENHAM  
PFC N. PENA  
PFC O. PERDOMO  
PVT A. J. RAMIREZ  
PVT N. O. REEVES  
PVT C. A. REID  
PVT J. M. RITTENHOUSE  
PVT A. E. RODRIGUEZ  
PFC J. M. RODRIGUEZ  
PFC J. I. ROSALESROBLES  
PVT L. J. ROWE  
PVT M. A. SALMERON  
PVT B. R. SAN  
PVT M. A. SANDOVAL  
PFC\* C. E. SANFORD JR.  
PVT J. C. SANTIAGO  
PVT B. N. SAWALL  
PVT T. A. TESSMAN  
PFC L. H. TRAN  
PVT D. M. VETTER  
PVT J. M. VOIGT  
PFC\* W. ZUMBACORTEZ

PVT J. E. BALDWIN  
PVT J. M. BENFIELD  
PFC\* C. L. BURTON  
PVT K. L. CANFIELD  
PVT S. A. CARSON  
PVT M. CHAVEZ  
PFC D. CHUNG  
PVT S. D. COFFEY  
PVT S. C. COOPER  
PVT J. CORTEZ  
PFC K. J. CURTIS  
PFC C. DJURASEVIC  
PVT A. ESTRADA  
PVT C. M. FOREMAN  
PFC M. A. GARCAGALICIA  
PVT C. M. GARR  
PVT K. R. GLENN  
PVT T. C. GRAFF  
PFC D. R. GUSTAFSON  
PVT J. I. HABERLE  
PVT J. A. HERNANDEZ  
PVT J. C. HERNANDEZVEGA  
PVT S. N. HICKOX  
PVT J. D. HOFFER  
PVT E. D. KESLER  
PVT A. K. LEAVELL  
PVT C. LIN

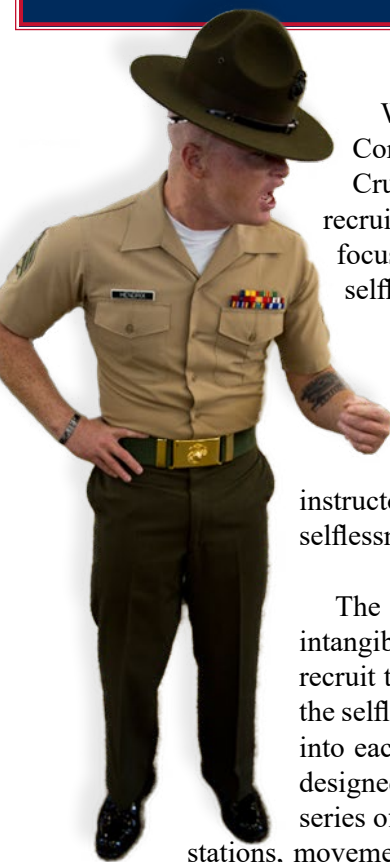
PVT N. S. MAYER  
PFC\* R. A. MILLER  
PVT J. M. MORALES  
PVT Z. T. MORLEY  
PFC\* B. G. MURDOCH  
PVT A. NORIEGAGALVAM  
PVT J. OCAMPO  
PVT J. A. ORELLANA  
PVT S. K. PASCUA  
PVT E. J. PRUETT  
PFC B. R. QUARRY  
PVT E. RIVERAGONZALEZ  
PVT C. A. ROBERTSON  
PVT M. B. ROGERS  
PVT M. A. RUBIOBARRIENTOS  
PFC D. SANCHEZ  
PFC A. L. SIMS  
PFC A. M. STAFFORDKITCHENS  
PVT J. D. STOVER  
PFC X. D. SUMSION  
PVT V. J. SUNIGA  
PFC\* E. L. VAUGHAN  
PVT S. L. WALTERS  
PVT S. J. WILSON  
PVT J. T. WISE  
PFC D. ZHANG

## 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 3214

### SENIOR DRILL INSTRUCTOR

SERGEANT S. TORRES

### DRILL INSTRUCTORS

SERGEANT J. DUENAS

SERGEANT X. NAVA

SERGEANT F. ROSARIO

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS Z. R. MARTIN (291)

### PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS J. E. GRAVES (337)

INSTRUCTOR: SERGEANT B. J. JONES

PVT E. R.ALLEN  
PVT R. ARAMBURO  
PFC C. W. BAIRD  
PVT K. A. BALL  
PFC J. E. BANDA  
PVT D. P. BARNARD  
PFC C. D. BARNES  
PVT L. G. BAUER  
PFC M. BELLO  
PVT F. BRAVO II  
PVT J. O. BROWN  
PFC K. CAMACHO  
PFC M. J. CARR  
PFC B. A. CHAN  
PFC J. D. CLARY  
PVT C. A. CROOK  
PVT F. CURA JR  
PVT T. C. EBRON  
PVT J. D. ESQUIVEL  
PVT A. J. FARIAS  
PFC J. H. FLOISAND  
PVT M. FLORES  
PVT S. A. FORBEAR  
PFC E. M. FRIEDRICHSEN  
PFC C. J. GARCIA  
PFC L. GARCIA PEREZ  
PVT B. J. GARZA  
PFC J. E. GARZA  
PFC E. A. GAZZARD  
PFC\* J. E. GRAVES

### PLATOON HONORMAN

PRIVATE FIRST CLASS H. H. LAM

RECRUITED BY: SERGEANT D. STARKWEATHER

PVT E. HERNANDEZ  
PVT A. J. HILEMAN  
PFC\* B. H. HO  
PVT N. S. HORVATH  
PVT B. M. HUGHES  
PFC H. H. LAM  
PFC C. LASSEY  
PVT I. C. LAVE  
PFC A. J. LERO  
PFC\* Z. R. MARTIN  
PVT M. A. MARTINEZ JR.  
PVT A. MORALES  
PVT K. A. PAPA  
PFC B. A. PINEDANARANJO  
PFC K. A. RAMIREZ  
PFC M. G. ROBBINS  
PVT C. D. RODRIGUEZ  
PVT E. SALAZARABUNDIS  
PVT T. D. SALLIE  
PVT R. SANCHEZ  
PFC H. A. SARINANA  
PVT D. B. SMITH  
PVT N. A. TORRES III  
PVT H. G. TORRES  
PVT D. K. TORRESOYOLA  
PFC Z. Y. TORRESOYOLA  
PFC F. TRISTAN  
PVT D. W. VAUGHT  
PFC\* C. B. WILLIS  
PVT C. J. WILSON

Meritorious Promotion \*

## PLATOON 3215

### SENIOR DRILL INSTRUCTOR

STAFF SERGEANT G. SCHAEFER

### DRILL INSTRUCTORS

STAFF SERGEANT K. INMON

STAFF SERGEANT J. LANDIS

SERGEANT J. LAUPUA

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS D. J. KRAMER (297)

### PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS C. A. GOROSPE (331)

INSTRUCTOR: SERGEANT K. R. BROWN

PVT S. ANOTARODRIGUEZ  
PVT M. D. AUSTIN  
PVT Y. BALDERAS  
PFC C. R. BARHAM  
PVT A. S. BARRAGAN  
PVT L. D. BELMAN  
PVT M. G. BOTTOMS  
PVT B. M. BREESE  
PFC G. H. BROWN  
PVT J. L. CARMANE  
PFC P. T. CHUN  
PFC\* J. R. CORDOVA  
PVT G. DEVORA  
PFC B. J. DIAZ  
PFC\* J. L. ELIZONDO  
PVT B. M. ENGLE  
PVT M. A. FLATER  
PVT J. E. GALINDO  
PFC C. A. GOROSPE  
PFC C. I. GRAJEDAGUTIERREZ  
PVT M. R. HEREDIA  
PVT A. A. HERNANDEZ  
PVT J. M. KENNINGTON  
PFC\* D. J. KRAMER  
PVT V. A. LARA  
PVT B. W. LASITER  
PFC R. T. LEMKE  
PVT M. E. LOAIZA  
PVT N. B. LONG  
PFC S. I. LONG  
PFC J. LOPEZ

### PLATOON HONORMAN

PRIVATE FIRST CLASS J. L. ELIZONDO

RECRUITED BY: STAFF SERGEANT ALCANTAR

PFC M. S. LOPEZ  
PFC J. G. MACHADO  
PFC\* W. L. MCCULLOUGH  
PFC C. V. MCINTYRE  
PVT J. R. MORFINCABRAL  
PFC N. MOSQUEDA  
PFC G. M. OCHOA  
PVT J. L. OCON  
PFC F. C. QUIROZ  
PVT A. J. RALL  
PVT A. RAMIREZ  
PFC M. C. RIMANDO  
PVT A. RIVERALAWRENCE  
PVT M. J. ROBLES  
PFC M. R. SALEH  
PVT D. J. SANCHEZ  
PVT S. A. SPIVA  
PVT R. L. TREVINO  
PVT R. L. VANG  
PFC I. H. VILLANUEVA  
PVT J. S. WOODS  
PVT L. F. ZAMBRANOARREOLA  
PVT J. M. ZOLLER  
PVT S. A. PEPLES  
PVT B. A. CRAWFORD  
PVT A. J. WRIGHT  
PVT A. C. MEADORS  
PVT J. E. GRANT  
PVT A. O. GUERDERO  
PVT R. GONZALEZVILLANUEVA

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 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.