

## 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 David C. Hyman, 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,

P. M. Rummler  
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



Colonel  
**Jason S. Freeby**  
Commanding Officer,  
Headquaters Service Battalion,  
Marine Corps Recruit Depot

Colonel Jason S. Freeby enlisted in the Marine Corps in 1993 serving with 4th Amphibious Assault Bn in Galveston, Tx prior to graduating from Texas A&M University in 1997. His operational command and staff officer assignments include: platoon level commands in 3d Battalion, 11th Marines; Headquarters Company Command, 5th Marines; Battery Command, 2d Battalion 11th Marines; Fire Support Officer, 11th Marine Expeditionary Unit, Officer in Charge, Georgian Liaison Team, Executive Officer, 1st Bn, 11th Marines, Logistics Officer, 11th Marines, Inspector-Instructor, 3d Battalion, 14th Marines.

Colonel Freeby’s operational deployments include four deployments in support of Operation IRAQI FREEDOM, and two deployments in support of Operation ENDURING FREEDOM.

His service in the supporting establishment and joint assignments include: Programs and Resources, Headquarters Marine Corps; Executive Officer, Marine Corps Artillery Detachment and Joint Fires Chief, United States European Command, and G-3, Training and Education Command.

In addition to The Basic School and Field Artillery Basic Officers Course, Colonel Freeby is a graduate of the Field Artillery Captains Career Course, Expeditionary Warfare School, the Marine Corps Command and Staff College, Naval Postgraduate School, and the Air War College. He has earned a Master of Business Administration.

His personal decorations include the Defense Meritorious Service Medal, the Meritorious Service Medal with two gold stars, the Joint Service Commendation Medal with bronze oak leaf cluster, Navy and Marine Corps Commendation Medal with Combat Distinguishing Device and three gold stars, the Joint Service Achievement Medal with bronze oak leaf cluster, the Navy and Marine Corps Achievement Medal, and the Combat Action Ribbon with gold star.

PARADE REVIEWING OFFICER



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	Brigadier General D. C. Hyman
Chief of Staff	Colonel C. R. Von Bergen
Sergeant Major	Sergeant Major O. Leavy
Parade Reviewing Officer	Colonel J. S. Freeby

RECRUIT TRAINING REGIMENT

Commanding Officer	Colonel P. M. Rummler
Executive Officer	Colonel C. E. Kesler
Sergeant Major	Sergeant Major T. A. Bachman
Regimental Drill Master	Gunnery Sergeant K. R. Wilton
Narrator	Staff Sergeant A. Chandler

THIRD RECRUIT TRAINING BATTALION

Commanding Officer	Lieutenant Colonel M. M. Phelps
Executive Officer	Major S. P. Kiernan
Sergeant Major	Sergeant Major V. I. Kholodov
Chaplain	Lieutenant K. Churr
Battalion Drill Master	Staff Sergeant C. D. Ochoalopez

COMPANY K

Commanding Officer	Captain M. Ramirez
Company First Sergeant	First Sergeant C. M. Thomas

SERIES 3221

Series Commander	First Lieutenant J. A. Rivas
Chief Drill Instructor	Staff Sergeant R. W. Roach

SERIES 3225

Series Commander	Captain C. L. Williams
Chief Drill Instructor	Staff Sergeant M. Nunez

MARINE BAND SAN DIEGO

Enlisted Conductor	Sergeant N. Jorge
Drum Major	Gunnery Sergeant W. Hayes

COLOR GUARD

National Color Bearer	Sergeant J. Rubio
Organizational Color Bearer	Sergeant G. Gutierrez
Rifle Bearer	Sergeant B. Lopez-Hernandez
Rifle Bearer	Sergeant C. Williams Jr.

PLATOON  
3221

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT T. E. GRESHAM

DRILL INSTRUCTORS  
SERGEANT L. VILLALOBOS  
STAFF SERGEANT J. L. BROWN  
SERGEANT J. D. GRANT

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS R. J. RYDGREN(300)

PLATOON HIGH SHOOTER  
PRIVATE FIRST CLASS V. M. CAMPBELL (335)  
INSTRUCTOR: LANCE CORPORAL T. J. LONG

PLATOON HONOR GRADUATE  
PRIVATE FIRST CLASS R. J. RYDGREN  
RECRUITED BY: STAFF SERGEANT T. P. WHITE

- PFC J. BARRIENTO

PFC\* M. J. BARRON JR.

PVT M. V. M. BELTRANMORENO

PFC\* V. M. CAMPBELL

PVT K. B. COCKRUM

PFC V. COLLINS

PVT D. D. DANKER

PFC\* A. T. DIAZ

PVT E. B. DRISCOLL IV

PVT C. T. FAIRCHILD

PVT M. K. FILKINS

PVT K. C. GOODSON

PFC A. GUTIERREZESPEJEL

PFC E. M. HANZELY

PFC K. G. IRRIG

PVT N. A. KINCAID

PVT A. J. KISSNER

PVT J. J. KRANJAC

PVT H. M. KUMM

PVT T. A. LARA
- PFC H. MARTINCORONADO

PVT K. E. MASHKE

PFC A. J. MEKELBURG

PVT A. MOLINEROAVALOS

PFC F. MORENO

PFC P. P. MURRAY

PVT S. G. PROCHOT

PVT D. R. ROGERS

PFC R. J. RYDGREN

PVT J. D. WIRSCHING

PVT M. L. WIRTZ

PFC J. G. YAKOUBIAN

PFC L. C. GOODMAN

PVT G. M. HERNANDEZ

PFC I. N. GARCIA

PVT F. J. FIGUEROATORO

PFC T. V. TRAN

PFC I. F. SLOTBOOM

PVT J. A. WOBBEKING

PVT L. F. HUERTA

PLATOON  
3222

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT C. DURATE

DRILL INSTRUCTORS  
STAFF SERGEANT M. A. UGARTE  
STAFF SERGEANT C. A. GARCIASANCHEZ  
SERGEANT H. BAROCIO

PHYSICAL FITNESS TEST  
PRIVATE C. M. SMITH (300)

PLATOON HIGH SHOOTER  
PRIVATE E. W. BOUDINOT (334)  
INSTRUCTOR: SERGEANT T. J. KELLY

PLATOON HONOR GRADUATE  
PRIVATE FIRST CLASS D. G. WOLFER  
RECRUITED BY: SERGEANT A. NAGL

- PVT A. ANDRADE

PVT M. BETANCOURT

PVT E. W. BOUDINOT

PFC\* R. D. BULMAN

PVT E. F. CARR

PVT I. B. CASTILLO

PFC A. D. COMPARAN

PVT C. R. COREASENAMORADO

PFC\* D. W. CRAFT JR.

PVT D. A. DOGAY JR.

PVT M. D. PAYNE

PVT K. W. FINK

PVT D. N. GARCIA

PVT R. M. GARCIAMUNGUIA

PVT B. C. HAMBY

PVT S. A. HARRIS

PVT M. HERNANDEZ

PFC K. C. HERNANDEZ

PVT J. J. HOLLAND

PFC\* I. J. JACKSON

PVT D. J. KING

PVT Z. M. KRAUTH

PFC K. A. LOPEZRANGEL
- PFC F. E. LUCATERO

PFC A. V. MACAM

PFC E. MARTINEZ

PVT C. W. MATTHEWS

PFC M. A. MOLINA

PVT E. MONROYORTIZ

PVT A. MONTESDEOCAHERNANDEZ

PFC D. S. MORENO

PFC R. MORENOMARTINEZ

PVT A. NUNEZVALDEZ

PVT M. D. PAYNE

PFC O. A. RAMOS

PVT D. J. RODRIGUEZ

PVT M. A. ROSASIGLESIAS

PVT K. A. ROSE

PVT T. A. SELLEN

PFC J. R. SERVINGORROSTIETA

PVT C. M. SMITH

PVT S. M. SMITH

PVT E. C. TUTTLE

PVT F. L. WILLIAMS

PFC D. G. WOLFER

PLATOON  
3223

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT M. S. DWIGHT

DRILL INSTRUCTORS  
SERGEANT J. M. FALBY  
STAFF SERGEANT J. S. VELASQUEZ  
STAFF SERGEANT C. S. SMITH II  
STAFF SERGEANT C. R. JACKSON  
SERGEANT F. D. RODRIGUEZ

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS A. N. MANFREDI (290)

PLATOON HIGH SHOOTER  
PRIVATE S. A. REDDICK (339)  
INSTRUCTOR: SERGEANT M. S. ALBERS

PLATOON HONOR GRADUATE  
LANCE CORPORAL S. A. HAYWOOD  
RECRUITED BY: STAFF SERGEANT W. CAMPBELL

- PVT C. K. ARISS

PFC\* S. C. ATKINSON

PVT D. AYON

PVT G. R. BENAVIDES

PVT C. K. BROWNING

PFC E. CABALLERO

PVT J. L. CARDOSO

PVT C. C. CLINE

PVT M. J. DAUGHERTY

PVT J. G. DELATORRETURCIUS

PVT J. DIAZ

PFC L. G. DRISKELL

PFC\* D. A. EAST

PFC\* S. L. FELDMANN

PVT C. M. FLORES

PVT B. M. FRIEND

PVT D. C. GARCIA

PVT L. R. GOLANI

PFC\* S. A. HAYWOOD

PFC K. J. HERRERAPADILLA

PVT K. C. HICKS

PVT A. T. HORTON

PVT W. M. JOHNSONHAUX

PVT W. A. KRUGER
- PFC A. N. MANFREDI

PFC T. F. MANFREDI

PVT J. C. MARTINEZ

PVT G. E. MEADOWS

PVT A. N. MELENDEZ

PVT F. D. MERCADO

PVT L. R. MILLER

PVT J. D. MITCHELL

PFC D. MONROY

PFC J. R. MUNOZ

PVT P. T. OGLE

PVT G. A. PASKO

PFC F. F. PEREZ

PFC J. L. PETERSON

PVT J. D. POSADA

PVT F. B. POWERS V

PVT S. A. REDDICK

PVT T. J. RHODES

PVT C. W. RYBOLT

PVT J. C. SANCHEZ

PFC\* J. J. TOOTSIE

PVT R. T. UNVERFERTH

PFC X. E. VELAZQUEZ

PLATOON  
3225

SENIOR DRILL INSTRUCTOR  
SERGEANT A. A. HERNANDEZ

DRILL INSTRUCTORS  
STAFF SERGEANT J. J. RAVE JR.  
SERGEANT M. D. HUNTER  
SERGEANT A. T. RUIZ  
SERGEANT R. J. SEABROOK  
SERGEANT J. D. PEAKE

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS T. J. SPATOLA (295)

PLATOON HIGH SHOOTER  
LANCE CORPORAL D. B. HERRIN (338)  
INSTRUCTOR: CORPORAL S. M. HATTON

PLATOON HONOR GRADUATE  
LANCE CORPORAL D. B. HERRIN  
RECRUITED BY: GUNNERY SERGEANT A. REYNA  
STAFF SERGEANT C. WHITESIDE

- PVT A. D. AGUNDIS

PVT B. L. ALEXANDER

PVT A. R. ALVAREZ

PFC J. E. ANDERSON

PVT E. A. ASCENSIO

PVT T. W. BARR

PFC F. E. BEARDEN

PVT A. M. BELLAMY JR.

PFC J. R. BENNETT

PVT C. BERNARDINO

PVT B. A. CHIMBORAZO

PFC\* J. M. EVANS

PVT J. A. FONSECA

PVT G. C. FREHNER

PFC D. M. GARCIA

PFC E. GARCIASANCHEZ

PVT A. S. GILLESPIE

PVT A. R. GONZALEZMEDINA

PFC M. R. GOOTMAN

PFC J. C. HEEREN

PFC\* D. B. HERRIN

PVT S. J. HOFFMAN
- PVT K. M. HOUSTON

PVT A. P. JONES

PVT G. B. JONES

PFC M. LANDEROS JR.

PVT R. N. LIAN

PVT V. U. MARTINEZ

PVT N. L. MCCARTY

PVT M. MENDOZA

PVT S. Z. MORALES CRUZ

PVT C. D. MULNIX

PFC\* B. A. MURPHY

PFC B. A. ROMAN

PFC\* T. J. SANDER

PFC T. J. SPATOLA

PFC T. SAMUEL

PVT C. I. VAZQUEZLICEAGA

PFC G. VILLEGAS JR.

PFC C. J. VOSS

PVT C. R. WALKER

PFC\* L. M. WELLINGS

PFC S. A. WRIGHT JR.

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 3226

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT R. A. ROBERTSON

DRILL INSTRUCTORS  
SERGEANT J. PONCE NIETO  
STAFF SERGEANT A. R. PLACIDO  
SERGEANT R. J. RUBALLOS  
STAFF SERGEANT J. L. NATHAN  
SERGEANT T. A. MOORE

PHYSICAL FITNESS TEST  
PRIVATE L. G. NEWTON (300)

PLATOON HIGH SHOOTER  
PRIVATE A. E. MONTERO (330)  
INSTRUCTOR: SERGEANT D. J. HEMMINGSEN

PLATOON HONOR GRADUATE  
PRIVATE FIRST CLASS J. J. RAMOS  
RECRUITED BY: SERGEANT D. E. PEREZ

PFC A. ACOSTA  
PVT W. W. ARNOT  
PFC J. O. AVILA JR.  
PFC J. R. BALLESTEROS  
PVT S. L. BEESLEY  
PVT C. M. CARTER  
PVT D. E. BOSSARD  
PFC\* C. R. BURCHFIELD  
PFC M. S. CALVIN  
PFC H. CHAPARRO  
PFC\* A. J. DEAN  
PFC M. E. DELAPAZMACHADO  
PFC K. W. DUWELIUS  
PVT D. A. FELIX  
PVT A. D. GARCIAVAUGHN JR.  
PVT V. J. GERBERDIAZ  
PVT J. R. GOEHRING  
PVT I. O. GONZALEZ  
PFC S. GUILLEN  
PVT J. A. GUTIERREZ  
PVT A. HERNANDEZ

PFC C. A. HERNANDEZMARTINEZ  
PFC S. J. SIDNEY  
PFC S. G. JIMENEZMACHUCA  
PFC A. G. JURADO  
PFC A. A. MARTINEZ  
PFC A. S. MENDOZA  
PVT Z. A. MILLER  
PVT A. E. MONTERO  
PVT B. A. MORASALDIVAR  
PFC M. A. MORENO JR.  
PVT L. G. NEWTON  
PVT B. T. NORRIS  
PVT A. NOZHEVNIK  
PFC\* J. J. RAMOS  
PVT S. B. ROUNSEVILLE  
PVT J. E. SALAZAR  
PVT S. J. SIDNEY  
PFC C. SOTOFLORES  
PVT D. C. SYLVESTER  
PVT S. A. VILLANUEVAPROA  
PVT B. G. ZAVALA

PLATOON 3227

SENIOR DRILL INSTRUCTOR  
STAFF SERGEANT S. MULFORD

DRILL INSTRUCTORS  
STAFF SERGEANT T. M. JALLOH  
STAFF SERGEANT K. M. PRITCHETT  
SERGEANT R. GARCIA JR.

PHYSICAL FITNESS TEST  
PRIVATE FIRST CLASS A. SANCHEZ (300)

PLATOON HIGH SHOOTER  
PRIVATE FIRST CLASS R. J. MUNOZARZATE (331)  
INSTRUCTOR: LANCE CORPORAL C. R. GREENE

PLATOON HONOR GRADUATE  
PRIVATE FIRST CLASS R. R. GUZMAN  
RECRUITED BY: STAFF SERGEANT B. LIMA

PVT C. ALVAREZ  
PVT C. S. ALVAREZ  
PFC S. L. ANDERSON  
PFC E. J. ANTUNEZ  
PVT Q. N. BARBOSAMONTEMAYOR  
PVT E. J. BEDOLLA-ASCENCIO  
PVT R. L. BURTON  
PFC\* A. E. CABRERA  
PFC N. S. CAMM  
PVT G. D. GONZALEZ  
PFC\* R. R. GUZMAN  
PVT A. R. HERNANDEZ  
PFC\* M. D. HOBBS  
PVT E. D. HOWSONHARRIS  
PVT R. JAQUEZ  
PFC O. S. KHANT  
PFC T. A. KNEER  
PVT C. S. KREUTZER  
PVT A. R. MACIASRODRIGUEZ  
PFC R. R. MALDONADO  
PVT J. R. MARIN  
PVT C. J. MARK

PVT J. F. MCELROYCONSTON  
PFC M. A. MENDEZ  
PFC R. J. MUNOZARZATE  
PVT E. P. PADILLA  
PFC A. D. PAREJA  
PFC C. W. PEREZ  
PFC T. L. PORTER  
PFC C. J. QUINTERO  
PFC A. L. REYES  
PVT R. M. RIVERA  
PVT D. P. RODRIGUEZ  
PVT A. Z. SALGADO  
PVT J. S. SALLABERRY  
PFC A. R. SANCHEZ  
PVT T. N. SEE  
PVT A. A. SOTO  
PFC C. P. SWANSON  
PVT L. S. SWIDAN  
PVT A. TORRES  
PFC A. H. VENEGAS VARGAS  
PVT J. J. WADDLE  
PVT C. W. WHEELER

# WHY THE TRANSFORMATION?

The most important things the Marine Corps does for our Nation are to make Marines and win battles. The Corps is a versatile, force-in-readiness prepared to handle a variety of missions. We continue to be a force rich in history and traditions, ingrained with the highest values of honor, courage and commitment.



At the very time when a host of factors is tending to undermine individual character development in society, Marines are facing an operational environment which requires stronger character and moral virtue. We live and operate in a world that is proving to be increasingly complex and interconnected. As a result, the Corps is in the midst of an evolution of the uses of force that are not quite war, not quite peace, not quite conventional peace, not quite conventional military operations, and not quite operations, and not quite civil police duties.

The Nation 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.