

## 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 James A. Ryans, Commanding General, Marine Corps Recruit Depot and Western Recruiting Region, and the Marines, Sailors and civilian Marines of Recruit Training Regiment, welcome to this morning’s graduation ceremony. Your presence here today is greatly appreciated. As we recognize your Marine’s significant accomplishment, enjoy this special day in their life.

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

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

Semper Fidelis,

J. L. Jones  
Colonel, U.S. Marine Corps

## FLAG ETIQUETTE

The United States Marine Corps has long established a tradition of rendering proper honors and courtesies to the American Flag with ceremony and decorum. If this is your first visit to a military installation, we would like to acquaint you with “Flag Etiquette” and welcome you to join us in showing courtesy to our Flag as defined by U.S. Code Title 4 and 36, and as observed aboard Marine Corps Recruit Depot, San Diego.

In observance of U.S. Code Title 4 and 36, individuals in uniform, members of the armed forces not in uniform, and military veterans may render a military salute to the American Flag while it is being hoisted, being lowered, and passing by. The same courtesies should be rendered while the National Anthem is played.

Gentlemen wearing hats who do not render a salute to the flag should remove their head gear and on the first note of the National Anthem, place their right hand over their heart until the last note of the National Anthem.

Ladies are not required to remove their headdress. On the first note of the National Anthem, ladies should stand, face the flag, and place their right hand over their heart until the last note of the National Anthem. All present should remain standing until the last note of the National Anthem is played.

If the Flag is not visible during the National Anthem, please stand and face the sound of the music. If driving during Morning or Evening Colors, persons in vehicles within sight or hearing of the ceremony should halt the vehicle at the side of the road, and remain inside the vehicle until the final bugle call “Carry On” is sounded.

When Honors are being rendered to the Flag, or while it is passing in a parade of review, it is considered disrespectful to smoke, talk, to take pictures, or to be involved in boisterous or noisy activity. If you are in doubt ask the military personnel about appropriate courtesies at any time, or look around. The immediate vicinity will guide your actions.

## MARINE CORPS VALUES

### WHY WE SUCCEED

Generation after generation of American men and women have given special meaning to the title United States Marine. These men and women live by a set of Core Values, which forms the bedrock of their character. Core Values give Marines strength and regulate their behavior; they bind the Marine Corps into a total force that can meet any challenge... and succeed.

### HONOR

Honor guides Marines to exemplify the ultimate in ethical and moral behavior; to never lie, cheat or steal; to abide by an uncompromising code of integrity; and to respect human dignity. It is the quality of maturity, dedication, trust and dependability that compels Marines to act responsibly; to hold themselves and each other accountable for their actions; and to fulfill their obligations.

### COURAGE

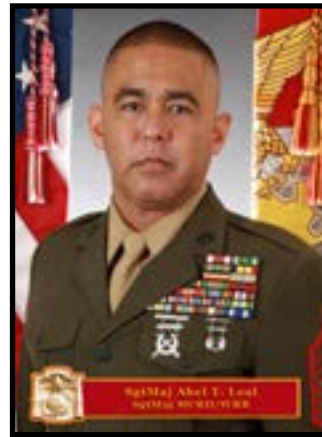
Courage is the mental, moral and physical strength ingrained in Marines. It carries them through the challenges of combat and helps them overcome fear. Likewise, it is the inner strength that enables a Marine to do what is right; to adhere to a higher standard of personal conduct; and to make tough decisions under stress and pressure.

### COMMITMENT

Commitment is the spirit of selfless determination and dedication found in Marines. It leads to the highest order of discipline for individuals and units. It is the ingredient that enables 24-hour a day dedication to Corps and Country. It inspires the unrelenting determination to achieve a high standard of excellence in every endeavor.



## Parade Reviewing Officer



### Sergeant Major Abel T. Leal

Sergeant Major, Marine Corps Recruit Depot  
San Diego / Western Recruiting Region

Sergeant Major Leal reported to Marine Corps Recruit Depot San Diego, California in 1993 for recruit training. Upon completion of Assault Amphibian School, Camp Pendleton, California he received the MOS of 1833 and was assigned to 2d Assault Amphibian Battalion, Camp Lejeune, North Carolina. In 1995, he deployed to the Mediterranean with the 26th Marine Expeditionary Unit and was meritoriously promoted to the rank of Corporal.

In January 1998, he reported to Assault Amphibian Schools Battalion, where he served as a Platoon Sergeant and Platform Instructor. In January 2001, he reported to 3d Assault Amphibian Battalion, where he served as Section Leader and Platoon Sergeant. In January 2002, he was deployed to Okinawa, Japan and attached to the 31st Marine Expeditionary Unit. In January 2003, he deployed in support of Operation ENDURING FREEDOM, where he participated in Operation IRAQI FREEDOM.

In June 2004, he reported to Drill Instructor School, Marine Corps Recruit Depot, San Diego, California, where he was assigned to Golf Company, 2d Battalion, and served as a Drill Instructor, Senior Drill Instructor and Chief Drill Instructor.

In June 2007, he reported to 3d Assault Amphibian Battalion where he served as a Platoon Sergeant and Company First Sergeant. In 2008, he was promoted to the rank of First Sergeant and reported to 2d Battalion, 1st Marines (2/1). While assigned to 2/1 he deployed to Al-Qaim, Iraq as the Echo Company First Sergeant.

In January 2010, he reported to Headquarters Company, 1st Marine Regiment and in September 2010, deployed for one year to Afghanistan as Regimental Combat Team 1's Company First Sergeant. In June 2012, he reported to 1st Battalion, 1st Marines where he deployed to Kajaki, Afghanistan as the Headquarters and Service Company First Sergeant.

In September 2013, he reported for duty as the Sergeant Major of Headquarters Battalion, Marine Air Ground Task Force Training Command. In January 2015, he reported for duty as the Sergeant Major of 1st Reconnaissance Battalion and in July 2017 he reported for duty as the Group Sergeant Major of Marine Aircraft Group 16.

## Parade Reviewing Officer

In August 2019, he assumed his current duties as the Sergeant Major, Marine Corps Recruit Depot San Diego and Western Recruiting Region.

Sergeant Major Leal's personal awards include the Meritorious Service Medal (gold star in lieu of 2nd award), Marine Corps Commendation Medal (with Combat "V" and gold star in lieu of 3rd award), Navy and Marine Corps Achievement Medal (gold star in lieu of 2d award), and the Combat Action Ribbon.



## 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. A. Ryans  
Colonel E. R. Sullivan  
Sergeant Major O. A. Leavy  
Sergeant Major A. T. Leal

### RECRUIT TRAINING REGIMENT

Commanding Officer  
Executive Officer  
Sergeant Major  
Regimental Drill Master  
Narrator

Colonel J. W. Jones  
Lieutenant Colonel S. T. Woo  
Sergeant Major J. J. Miller  
Gunnery Sergeant C. M. Fornili  
Staff Sergeant D. F. Gomez

### THIRD RECRUIT TRAINING BATTALION

Commanding Officer  
Executive Officer  
Sergeant Major  
Chaplain  
Battalion Drill Master

Lieutenant Colonel C. A. Ashinhurst  
Major P. A. Malone  
First Sergeant S. C. Jackman  
Lieutenant E. Morales  
Staff Sergeant E. G. Amana

### COMPANY L

Commanding Officer  
Company First Sergeant

Captain M. Cole  
First Sergeant J. Aguayo

### SERIES 3249

Series Commander  
Chief Drill Instructor

Captain B. M. Langlois  
Staff Sergeant A. R. Pastorius

### SERIES 3253

Series Commander  
Chief Drill Instructor

First Lieutenant T. C. McCarthy  
Gunnery Sergeant A. J. Garcia

### MARINE BAND SAN DIEGO

Enlisted Conductor  
Drum Major

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

### COLOR GUARD

National Color Bearer  
Organizational Color Bearer  
Rifle Bearer  
Rifle Bearer

Sergeant P. F. Schorgl  
Sergeant R. Navarette  
Sergeant B. McCreary  
Sergeant K. Mace

# PLATOON 3249

**SENIOR DRILL INSTRUCTOR**

STAFF SERGEANT A. M. MORA

**DRILL INSTRUCTORS**

STAFF SERGEANT C. M. MARTINEZ

STAFF SERGEANT B. NIMPHIE

SERGEANT J. E. PELKOLA

**PHYSICAL FITNESS TEST**

PRIVATE FIRST CLASS F. RANGELOCHOA (279)

**PLATOON HIGH SHOOTER**

PRIVATE FIRST CLASS S. L. COOLIE (330)

INSTRUCTOR: CORPORAL S. MENDOZA

**PLATOON HONOR GRADUATE**

PRIVATE FIRST CLASS G. GONZALEZ

RECRUITED BY: STAFF SERGEANT W. DURAN

PVT B. G. BRODT  
PFC S. L. COOLIE  
PVT X. CORTEZMARTINEZ  
PVT C. H. DURON  
PFC\* M. C. GIER  
PVT A. GOMEZ  
PVT D. L. GOMEZ  
PFC G. A. GOMEZ  
PFC G. GONZALEZ  
PVT E. A. GREGG  
PFC A. D. GUERRA  
PVT R. C. HENSLEY  
PVT C. J. HOPPING  
PFC G. HUNTER  
PVT J. IZAGUIRRE  
PFC S. J. MARTINEZ  
PVT O. A. MARQUEZ

PFC C. MOXLEY  
PVT A. H. NAVA  
PVT D. H. PEREZ  
PVT J. PRZESTWOR  
PFC I. RAMIREZ  
PFC\* F. RANGELOCHOA  
PVT N. A. RIVASRUIZ  
PVT J. F. RODRIGUEZSALAZAR  
PFC A. RUSSO  
PFC M. SALDANA  
PFC E. J. SALGADOCANO  
PVT B. J. TELLEZ  
PFC A. TIET  
PFC J. A. WITTEMORE  
PVT W. S. WILSON  
PVT A. ZAVALZA

# PLATOON 3250

**SENIOR DRILL INSTRUCTOR**

STAFF SERGEANT S. N. ORELLANA

**DRILL INSTRUCTORS**

STAFF SERGEANT K. S. MILLER

SERGEANT A. ULLOA

SERGEANT A. URRUTIA

**PHYSICAL FITNESS TEST**

PRIVATE FIRST CLASS A. J. ROMERO (298)

**PLATOON HIGH SHOOTER**

PRIVATE FIRST CLASS M. MENDEZ (339)

INSTRUCTOR: SERGEANT H. A. BLANKENSHIP

**PLATOON HONOR GRADUATE**

PRIVATE FIRST CLASS K. H. OLIEKAN

RECRUITED BY: STAFF SERGEANT I. PEREZ

PVT D. S. ANDERSON  
PVT A. F. ANDERSON  
PVT D. T. ANDREWS  
PVT T. A. CAMPOS  
PFC A. G. CASAUS  
PVT W. M. DAVIS  
PVT L. A. DIAZ  
PVT J. I. HERNANDEZ  
PVT N. M. HUGHES  
PVT J. T. KANE  
PFC D. S. KATZ  
PFC J. A. LYONS  
PVT L. M. MANDRY  
PVT J. D. MEITZENHEIMER  
PFC M. MENDEZ  
PVT K. G. MORAHERNANDEZ  
PVT J. C. NORIEGA  
PFC K. H. OLIEKAN

PVT O. R. POOLE  
PFC C. M. REECE  
PFC B. R. RIEDL  
PVT J. C. RODRIGUEZ  
PFC\* A. J. ROMERO  
PFC S. O. SALAMANCA  
PVT L. R. SAMANO  
PVT J. R. SAR  
PFC B. R. SKINNER  
PVT A. M. SLADE  
PVT E. K. SULLIVAN  
PVT D. I. THEESFELD  
PVT J. I. TREJO  
PFC\* W. C. VANCLEAVE  
PFC S. O. VARGASHERNANDEZ  
PFC A. O. VAZQUEZAMARO  
PVT E. WILLIAMS

# PLATOON 3251

**SENIOR DRILL INSTRUCTOR**

STAFF SERGEANT D. M. MOYLA

**DRILL INSTRUCTORS**

STAFF SERGEANT S. GOMEZ

STAFF SERGEANT J. R. JOHNSTON

SERGEANT S. J. O'LEARY

**PHYSICAL FITNESS TEST**

PRIVATE A. P. WIEGEL (280)

**PLATOON HIGH SHOOTER**

PRIVATE FIRST CLASS N. G. FLYNN (340)

INSTRUCTOR: CORPORAL J. G. DEMENT

**PLATOON HONOR GRADUATE**

PRIVATE FIRST CLASS S. E. FLORES

RECRUITED BY: STAFF SERGEANT F. RODRIGUEZHERNANDEZ

PFC J. A. AVELAR  
PVT J. A. AVILA  
PVT D. BARBOZASANCHEZ  
PFC A. N. BAZANJANI  
PVT C. W. BRUYERE  
PFC\* J. C. CAMIZZINICHOLS  
PVT R. R. CARABAJAL  
PVT C. R. CAVAZOS  
PFC J. E. CHAMU  
PVT J. C. DAINES  
PVT J. L. DERDAK  
PVT S. A. DIAZ  
PFC\* S. E. FLORES  
PFC N. G. FLYNN  
PFC\* C. G. IGNATOWSKI  
PVT J. JUAREZ  
PFC D. A. MANDUJANOMARTINEZ  
PVT J. A. MARTINEZ

PFC F. A. MARTINEZTORRES  
PFC J. M. MARQUEZ  
PVT H. D. MEDINA  
PVT E. F. MORENO  
PFC\* C. T. NEFF  
PVT J. M. NGUYEN  
PFC N. H. NGUYEN  
PVT D. NUNEZTORRES  
PFC J. PLASCENIA  
PVT I. I. RUIZ  
PVT M. D. SANDOVAL  
PVT F. A. URIBE  
PVT M. VARGAS  
PVT B. WEE  
PVT A. P. WIEGEL  
PFC A. T. WILLIAMS  
PVT J. R. ZAPATA

**PLATOON HIGH SHOOTER**

PRIVATE A. K. HOWARD (335)

INSTRUCTOR: SERGEANT B. J. JONES

**PLATOON HONOR GRADUATE**

PRIVATE FIRST CLASS T. P. BAILEY

RECRUITED BY: STAFF SERGEANT M. AVANESYAN

PFC J. E. ALCOCER  
PFC T. P. BAILEY  
PVT E. N. CAMANA  
PFC A. CARRASCO  
PPFC X. M. CHAPMAN  
PFC\* B. D. COLGATE  
PVT P. B. DUFFY  
PVT P. ESQUIVIASLOPEZ  
PVT A. J. FLORES  
PVT I. FUENTESRIVAS  
PVT J. O. GUSTAVESON  
PVT M. T. GWYNN  
PVT S. L. HAYES  
PVT C. S. HENSLEY  
PVT J. A. HILL  
PVT A. K. HOWARD  
PFC J. A. JIMINEZ

PFC A. D. KNOBLOCK  
PFC A. M. LAHR  
PVT E. M. LATIGO  
PVT I. MARQUEZ  
PFC J. E. MORGAN  
PFC J. U. MONTERO  
PVT J. D. NAIPER  
PVT J. J. NESBITT  
PVT D. E. PATTON  
PVT J. J. PEREZ  
PVT M. RAMIREZGONZALEZ JR.  
PFC\* C. N. SELLS  
PFC E. SOTO  
PFC T. D. SPRINGER  
PVT B. VALDEZ  
PVT B. E. WALKER  
PVT B. A. ZAMORAGUITERREZ

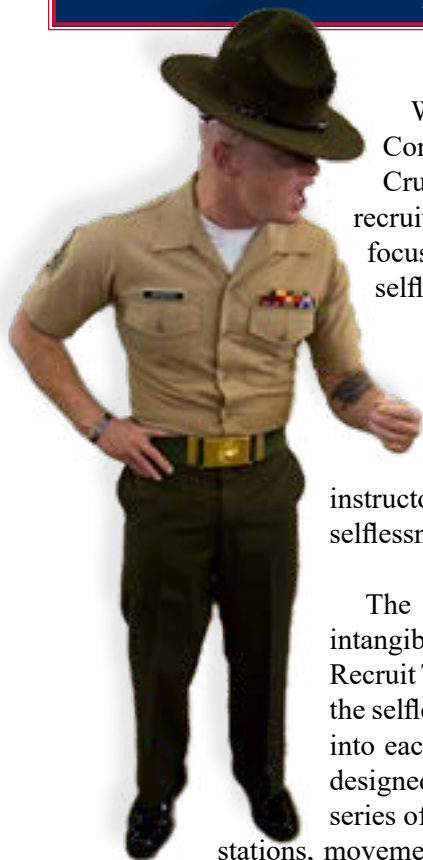
## PHASE II

### 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 3254

### SENIOR DRILL INSTRUCTOR

STAFF SERGEANT J. A. DAVILA

### DRILL INSTRUCTORS

STAFF SERGEANT J. G. ROBLES

SERGEANT C. D. OCHOA

SERGEANT J. E. WADE

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS S. H. CHAIREZ (291)

### PLATOON HIGH SHOOTER

PRIVATE FIRST CLASS V. R. AOUSSI (332)

INSTRUCTOR: SERGEANT J. E. GARVEY

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS J. E. AGUILAR

RECRUITED BY: SERGEANT D. RIVERA

PFC\* J. E. AGUILAR  
 PFC V. R. AOUSSI  
 PVT M. A. BAILEY  
 PVT L. P. CALDERON  
 PVT O. CAMACHOSOLIS  
 PFC S. H. CHAIREZ  
 PVT F. J. CISNEROS JR.  
 PFC J. L. DEACON  
 PFC\* T. P. GALLAGHER II  
 PVT A. GARCIA  
 PFC C. C. KNIGHT  
 PFC N. E. KURT  
 PVT F. F. LATEGAN  
 PFC B. J. LEE  
 PVT N. J. LEICHNER  
 PVT J. LLANAS  
 PVT A. MARTINEZFLORES  
 PFC C. M. MASON  
 PVT H. M. MILLER

PFC J. T. NELSON  
 PVT C. M. PARKS  
 PFC G. PEREZ  
 PVT N. M. PICCINI  
 PVT C. PUENTE  
 PFC K. K. RABEY  
 PVT S. R. RANDALL  
 PVT J. C. RIVERA  
 PVT J. E. ROWE  
 PVT C. M. SHORT  
 PFC J. E. SIBRIGUIRACOCOA  
 PVT H. M. SNIDER  
 PFC K. A. SPENCER  
 PVT G. A. STAUSS  
 PVT O. R. STORM  
 PFC K. R. WACKER  
 PVT J. F. YANG  
 PVT T. J. ZINKE

## PLATOON 3255

### SENIOR DRILL INSTRUCTOR

STAFF SERGEANT C. L. DENIS

### DRILL INSTRUCTORS

STAFF SERGEANT J. RIVERA

STAFF SERGEANT A. C. RUIZ

SERGEANT N. J. VALENZUELA

### PHYSICAL FITNESS TEST

PRIVATE FIRST CLASS W. J. MONTOYA (296)

### PLATOON HIGH SHOOTER

PRIVATE A. A. LIMA (330)

INSTRUCTOR: SERGEANT C. MORALES

### PLATOON HONOR GRADUATE

PRIVATE FIRST CLASS W. J. MONTOYA

RECRUITED BY: SERGEANT J. YOUNG

PVT J. J. BAGANG  
 PVT H. G. BEHRENS  
 PFC J. C. BEWLEY  
 PFC C. G. BOWER  
 PVT E. BRAVO  
 PVT Z. K. CARVER  
 PVT E. T. CERVANTES  
 PVT B. CORTEZ  
 PVT C. G. DAVIS  
 PVT L. FAAMU  
 PFC\* J. A. FLORES  
 PFC J. F. GATSON  
 PVT R. J. IOSE  
 PVT J. W. JACKSON  
 PFC E. S. LEYVA  
 PVT A. A. LIMA  
 PVT J. A. MARTINEZMAGQALLANES  
 PVT J. Z. MARTINO

PVT J. Z. MELTON  
 PVT M. P. MENDEZ  
 PVT R. J. MONTGOMERY  
 PFC W. J. MONTOYA  
 PVT L. A. NUNEZ  
 PFC J. PECHIN  
 PFC R. P. PEREZ  
 PVT P. S. QUIROZ  
 PFC A. R. RAMIREZ  
 PFC E. S. RICO  
 PFC I. SOTELO  
 PFC W. J. STAHEL  
 PVT B. T. STEPHENSON  
 PFC\* T. J. THOMAS  
 PFC\* W. P. TRINH  
 PFC H. W. WINSTEAD  
 PFC A. F. WOLF



# 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.