

## 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 male 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, California, 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 in both Iraq and Afghanistan. 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 as the Dan Daly Barracks, Pendleton 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 Ryan P. Heritage, 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 young man’s significant accomplishment, enjoy this special day in his 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 young men who have succeeded in that challenge. We are here to celebrate with you their twelve weeks. Your young man has been prepared physically, mentally and emotionally in a time-tested process whereby he has 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 to include 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. He has 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; 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, the San Diego area, and take 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. I wish a happy stay and safe return home.

Gratefully,

A handwritten signature in black ink, appearing to read "D. R. Kazmier".

D. R. Kazmier  
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



### SgtMaj Robin C. Fortner Sergeant Major Marine Corps Systems Command

Sergeant Major Robin C. Fortner was born in Brooklyn, New York. In August of 1990, she enlisted into the United States Marine Corps and attended recruit training at Marine Corps Recruit Depot (MCRD) Parris Island, South Carolina, where she was meritoriously promoted to Private First Class. Private First Class Fortner was transferred to Camp Lejeune, North Carolina, to attend the Basic Supply Warehousing School and obtain the MOS 3051. Private First Class Fortner graduated at the top of her class and was meritoriously promoted to the rank of Lance Corporal in January 1991. After completion of school, Lance Corporal Fortner's first assignment was 2d Supply Battalion, 2d Force Service Support Group, Camp Lejeune, North Carolina.

During her tour, Lance Corporal Fortner worked primarily in the Security Cage of the Sassy Management Unit. She was meritoriously promoted to the rank of Corporal in June 1992 and later transferred to Marine Air Traffic Control Squadron 18, 1st Marine Aircraft Wing in Okinawa, Japan. While serving as the Warehouse Chief, Corporal Fortner began cross training into the Supply Administration MOS 3043 and was meritoriously promoted to the rank of Sergeant in February 1994.

In June 1999, Staff Sergeant Fortner reported to Weapons Field Training Battalion, MCRD Parris Island, South Carolina, to serve as a Primary Marksmanship Instructor. She trained both male and female recruits in the basic fundamentals of marksmanship. Staff Sergeant Fortner would achieve the billet of Chief Instructor before reporting to Drill Instructor School in April 2001.

Staff Sergeant Fortner graduated as Honor Graduate of Drill Instructor School and was assigned to Co. O, 4th Recruit Training Battalion where she completed eight cycles. In September 2002, Staff Sergeant Fortner was promoted to the rank of Gunnery Sergeant.

After a successful drill instructor tour, Gunnery Sergeant Fortner transferred to Okinawa, Japan, and was assigned to G-4, 3d Marine Logistics Group as the Supply Chief. Additionally, she served as the lead Supply Analyst and Drill Analyst for the Commanding General's Inspection Program. During this tour, she deployed several times to different areas of the Pacific, in addition to serving with Joint Task Force 536 to Colombo, Sri Lanka, in January 2005.

## Parade Reviewing Officer (cont.)

Gunnery Sergeant Fortner attained the rank of First Sergeant and reported to Headquarters Company, III Marine Expeditionary Force on Camp Hansen, Okinawa, in May 2006. First Sergeant Fortner was later transferred to 9th Communication Battalion, I MEF Headquarters Group, Camp Pendleton, California, in July of 2007 and assigned as Alpha Company, Company First Sergeant. She deployed to Camp Fallujah, Iraq, in support of Operation Iraqi Freedom as the Senior Enlisted Advisor for Detachment 08-02. She deployed again as Company First Sergeant in 2010 to Afghanistan in support of Operation Enduring Freedom. Upon her return in February 2011, First Sergeant Fortner was directed to report to 4th RTBn, MCRD Parris Island, South Carolina.

In April 2011, Sergeant Major Fortner assumed the duties as the Battalion Sergeant Major of 4th RTBn. In August 2013, Sergeant Major Fortner received orders to 2d Law Enforcement Battalion, Camp Lejeune, North Carolina. Soon after, she was hand selected to lead the Ground Combat Element Integrated Task Force, 2d Marine Division. Upon its deactivation, Sergeant Major Fortner served as the Battalion Sergeant Major at 2d Supply Battalion, 2d MLG until she took over as the Director for the Camp Lejeune Staff Noncommissioned Officer Academy in February 2016. In January 2018, Sergeant Major Fortner executed orders to Marine Corps Systems Command, Quantico, Virginia, to serve as MCSC Sergeant Major.

Sergeant Major Fortner's personal awards include the Meritorious Service Medal, Navy and Marine Corps Commendation Medal (3rd Award), Joint Service Achievement Medal, Navy and Marine Corps Achievement Medal (3rd Award) and various campaign and unit awards. Sergeant Major Fortner is the recipient of the 2012 Megan McClung Leadership Award. She has a Bachelor of Arts Degree in Intelligence Studies and a Dual Masters of Arts degree in Leadership and Management and Human Resource Management.

## 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 his superior performance during recruit training.

### SERIES HONOR GRADUATE AWARD

The one Marine in his 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 his superior performance during recruit training.

### PLATOON HONOR GRADUATE AWARD

The one Marine in his 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 he is the honor graduate of his 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 he is the high shooter in the company. The company high shooter also receives a certificate from the company commander denoting that he is 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 he is the most physically fit Marine in his 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 Ryan P. Heritage  
Colonel Jim G. Gruny  
Sergeant Major Devon A. Lee  
Sergeant Major R. Fortner

### RECRUIT TRAINING REGIMENT

Commanding Officer  
Executive Officer  
Sergeant Major  
Regimental Drill Master  
Narrator

Colonel Daniel R. Kazmier  
Lieutenant Colonel C. B. Kroll  
Sergeant Major M. R. Chabot  
Staff Sergeant J. D. Gray  
Staff Sergeant C. A. Malveaux

### THIRD TRAINING BATTALION

Commanding Officer  
Executive Officer  
Sergeant Major  
Chaplain  
Battalion Drill Master

Lieutenant Colonel D. A. Becker  
Major D. A. Louie  
Sergeant Major G. L. Vega  
Lieutenant B. J. McCreanor  
Gunnery Sergeant A. D. Ansley

### COMPANY M

Commanding Officer  
Company First Sergeant

Captain R. M. Kovach  
First Sergeant J. A. Alvarez

### LEAD SERIES

Series Commander  
Chief Drill Instructor

Captain T. S. Engel  
Gunnery Sergeant T. E. Hornsby

### FOLLOW SERIES

Series Commander  
Chief Drill Instructor

Captain J. S. Gross  
Staff Sergeant J. D. McKinnon

### MARINE BAND SAN DIEGO

Enlisted Conductor  
Drum Major

Sergeant J. E. Tutor  
Corporal B. T. Bingham

### COLOR GUARD

National Color Bearer  
Organizational Color Bearer  
Rifle Bearer  
Rifle Bearer

Sergeant B. M. Hall  
Sergeant C. L. Bates  
Sergeant T. W. Baskerville  
Sergeant A. R. Godeke

# PLATOON 3269

**SENIOR DRILL INSTRUCTOR**  
STAFF SERGEANT M. A. BATT

## **DRILL INSTRUCTORS**

STAFF SERGEANT C. B. BROWN  
STAFF SERGEANT E. WILLIAMS  
SERGEANT M. RUBIOVILLEGAS

## **PHYSICAL FITNESS TEST**

PRIVATE FIRST CLASS J. M. CECSARAINI (293)

## **PLATOON HIGH SHOOTER**

PRIVATE B. M. BARNHART (338)  
INSTRUCTOR:  
CORPORAL A. BENAVIDEZ

## **PLATOON HONORMAN**

LANCE CORPORAL R. J. KING  
RECRUITED BY:  
GUNNERY SERGEANT A. SALAS

PVT	L. A. ALMENDARIZ	PVT	R. J. KELLER
PVT	B. M. BARNHART	LCPL	R. J. KING
PVT	T. D. BENSENBERG	PFC	B. A. KIRKWOOD
PVT	D. J. BOONSTRA	PFC	G. A. LANAGER
PFC	Z. S. BRANNING	PFC*	G. A. MACIEL
PVT	J. CABANAS	PVT	J. A. MATSUURA
PVT	O. CABRALES	PVT	D. R. MEYERS
PVT	G. J. CARRANZA	PVT	A. J. MYERS
PVT	J. P. CASTILLO	PVT	K. D. OSUNA
PFC	J. M. CECSARINI	PFC	M. W. PERISHO
PVT	S. C. CHIME	PVT	N. A. RAMER
PVT	A. M. CORCORAN	PVT	E. D. REYNOLDS
PVT	M. S. COSIOMUSQUIZ	PFC	A. G. RILEY
PFC	J. R. COSTA	PVT	K. D. ROHN
PFC	N. R. DILLINGER	PVT	D. Y. SEXSON
PVT	H. R. DONALD	PVT	H. SONG
PVT	E. D. ESHELMAN	PFC*	E. I. SPARKSKESSLER
PVT	M. L. FOSTER	PFC	T. STEELE
PVT	A. D. GALLEGOS	PVT	R. A. STGERMAIN Iii
PVT	A. L. GERRIETTS	PVT	J. W. THARP
PFC*	E. HERHOLDT	PFC*	J. D. VALDEZSARMIENTO
PVT	D. J. HURT	PFC	A. E. VALVERDEOCHOA
PVT	L. INIGUEZJAUREGUI	PVT	S. J. WELLS
PVT	T. D. JOHNSON	PVT	M. WONG
PVT	C. S. JOHNSTON	PFC	K. WORTHAM

Meritorious Promotion \*

# PLATOON 3270

**SENIOR DRILL INSTRUCTOR**  
SERGEANT B. J. BIRCHFIELD

## **DRILL INSTRUCTORS**

STAFF SERGEANT R. L. BAJO  
STAFF SERGEANT E. SEPULVEDA  
STAFF SERGEANT I. J. HART  
STAFF SERGEANT K. D. RICHARDSON

## **PHYSICAL FITNESS TEST**

PRIVATE J. VALDEZGIBSON (288)

## **PLATOON HIGH SHOOTER**

PRIVATE S. D. BOLAND (339)  
INSTRUCTOR:  
CORPORAL M. J. ADDISON

## **PLATOON HONORMAN**

PRIVATE FIRST CLASS S. M. COLEMAN  
RECRUITED BY:  
SERGEANT D. ROMEISER

PVT	N. L. BANKSSHIPMAN	PVT	H. T. MILLERBOREN
PVT	M. A. BARRANCO	PVT	B. A. MIRACLE
PFC	I. D. BEDOLLA	PVT	F. J. MORALES
PVT	D. T. BENNETT	PFC	A. MORENORODRIGUEZ
PVT	S. D. BOLAND	PFC*	M. J. NERSESYAN
PVT	M. A. BURCHAM	PVT	H. A. OSUNAMOYA
PVT	J. A. BURNETT Jr	PVT	G. PEREZ JR
PVT	A. J. COLEMAN	PFC*	D. R. RAY
PFC	S. M. COLEMAN	PVT	I. L. RODRIGUEZTORRES
PVT	D. D. DELIMONT Jr	PVT	J. B. ROGERS
PVT	S. P. DETERS	PFC	H. O. SADIQ
PFC	C. D. FETHERLING	PFC	M. A. SANDOVAL Ii
PVT	D. J. FISHER	PFC	A. D. SCOTT
PVT	Q. N. FITZGERALD	PVT	V. SINGH
PVT	I. J. FORDHAM	PVT	C. L. SMITH
PFC	T. J. FRANCIS	PFC	J. D. STOVER
PVT	A. GARCIASILVA	PVT	H. L. TON
PVT	K. A. GUERRERO	PVT	N. N. TOTH
PFC	R. S. HAINES	PFC	A. M. TREVINO
PVT	R. J. HEATH	PVT	J. VALDEZGIBSON
PVT	O. D. HERRERA	PVT	M. D. VEIL
PVT	V. J. HIDALGO	PVT	N. R. VIERTTEL
PVT	W. A. JOHNSON	PVT	A. WASETA
PFC	D. A. LOPEZGARCIA	PVT	D. T. WHOBREY
PVT	R. C. LOYA	PVT	N. M. WOOLWINE
PVT	A. MARTINEZCARRASCO	PVT	C. C. ZUNIGA
PVT	G. A. MCKINLEY Ii		

Meritorious Promotion \*

# PLATOON 3271

**SENIOR DRILL INSTRUCTOR**  
STAFF SERGEANT M. VAN DAM

## **DRILL INSTRUCTORS**

STAFF SERGEANT R. S. BOEHRINGER  
STAFF SERGEANT D. P. MCGUIGAN  
STAFF SERGEANT D. J. SORIA

## **PHYSICAL FITNESS TEST**

PRIVATE FIRST CLASS H. P. HUTCHENS (289)

## **PLATOON HIGH SHOOTER**

PRIVATE FIRST CLASS B. J. CHUIDIAN (334)  
INSTRUCTOR:  
CORPORAL A. A. FRANCO

## **PLATOON HONORMAN**

PRIVATE FIRST CLASS H. P. HUTCHENS  
RECRUITED BY:  
STAFF SERGEANT S. E. CROMER

PVT	A. J. ABADIA	PVT	W. R. HORSTMANN
PVT	N. ABRILALMECIGA	PVT	B. R. HUGHES
PVT	K. W. ARMSTRONG	PFC	H. P. HUTCHENS
PVT	A. I. AYALA	PVT	D. M. JUBERT
PVT	T. G. BECKFORD	PVT	N. E. KAPP
PVT	J. C. BOURGEAT	PVT	C. L. KMECHECK
PVT	M. M. BROWN	PVT	J. A. MARES
PFC*	O. J. BUCHHEIT	PVT	A. MIRAMONTES
PVT	D. CASTRO	PVT	M. A. MOLINA
PFC	B. CATUNCAN	PFC	G. MONTEJOSALINAS
PFC	R. J. CEJA	PVT	O. A. NAVARRO
PFC	B. J. CHUIDIAN	PVT	N. D. NIELSON
PVT	A. CRUZ	PFC	P. A. PERAZASOTO
PVT	N. M. CRUZSMITH	PVT	G. PEREZ
PVT	A. F. DELEON	PVT	N. B. PEREZ
PVT	J. R. DOMINGUEZ	PVT	J. L. RIVERA
PFC	M. DORIO	PFC	C. O. SERRANO
PVT	G. ESPINOSA	PFC	D. D. SPIVEY
PVT	R. E. FUENTESBARRIOS	PFC	A. S. THOMAS
PVT	J. GATICA	PFC	M. E. TRIPODO
PFC*	B. J. GLEESON	PFC	S. J. UGARTE
PFC*	H. N. HAYES	PFC	B. A. VALDESMORENO
PFC	J. A. HECKENDORN	PFC	R. M. WORTHINGTON
PVT	J. C. HERNANDEZCISNEROS	PVT	T. C. YAHRAUS

Meritorious Promotion \*

# PLATOON 3273

**SENIOR DRILL INSTRUCTOR**  
STAFF SERGEANT B. D. BOWERS

## **DRILL INSTRUCTORS**

STAFF SERGEANT M. A. MONTANO  
STAFF SERGEANT C. P. RABAUT  
SERGEANT P. S. PACKER

## **PHYSICAL FITNESS TEST**

PRIVATE M. A. RAZO (289)

## **PLATOON HIGH SHOOTER**

PRIVATE FIRST CLASS N. MALDONADO (338)  
INSTRUCTOR:  
SERGEANT R. G. ROBINSON

## **PLATOON HONORMAN**

PRIVATE FIRST CLASS C. J. BROWN  
RECRUITED BY:  
STAFF SERGEANT R. A. AVALOS

PVT	R. ALARCON JR	PFC	C. A. MONTELONGO
PVT	E. ARROYO	PFC	I. L. MORGAN Iii
PVT	N. L. BENISH	PVT	A. J. PALOMINOS
PFC*	W. T. BERGNER	PVT	F. PASTRANA JR
PFC	C. J. BROWN	PFC	S. C. PIKE
PFC	J. W. BUHLIG	PFC	M. M. PONCE
PFC	R. X. BUTLER	PVT	S. R. POWERS
PVT	J. A. CAPLER	PVT	M. A. RAZO
PFC	S. W. CATANEDA	PFC*	A. O. REYNAGA
PVT	W. D. COLBERT	PVT	C. E. RICH JR
PFC	T. J. CRAWFORD	PFC*	D. J. RIGNEY
PFC	D. A. DARGATZ	PVT	N. ROBLES
PVT	A. E. FONG	PVT	M. D. ROSABALSANCHEZ
PVT	D. M. GARCIA	PFC	E. J. RUACHOQUINONEZ
PVT	K. K. GERARD	PFC	A. N. SANTOS
PVT	E. L. GLOVER	PFC	B. J. SHAW
PVT	C. L. HOOPER	PVT	F. SIVLEY
PVT	R. W. HORNSBY JR	PFC	J. J. STARLING
PVT	Z. A. JOHNSON	PFC	J. R. TANNNER
PFC	C. N. KATELLO	PFC	H. VILCHES
PVT	R. J. LOPEZ	PVT	N. G. WHITE
PFC	S. LOPEZSANCHEZ	PVT	K. YANG
PFC	N. MALDONADO	PFC	M. J. ZAVALA
PVT	C. G. MCMAHAN	PFC	E. ZHENG

Meritorious Promotion \*

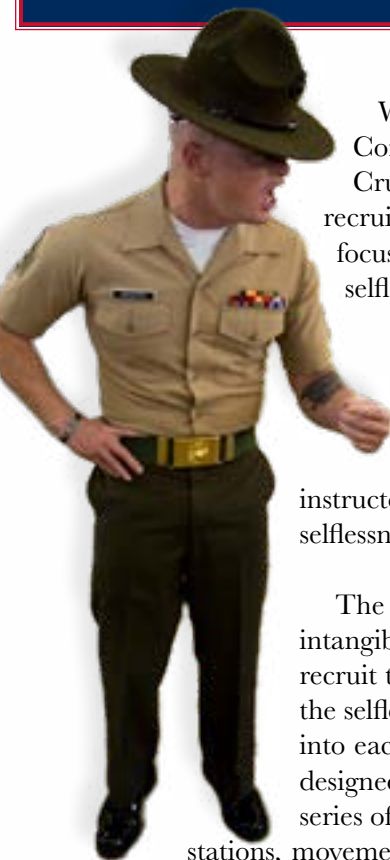


## PHASE II

### PHASE II - RECRUIT TRAINING

We have enhanced recruit training by amplifying Core Values instruction and introducing The Crucible. A key element to the recent changes in recruit training is more time for the drill instructors to focus on character development with an emphasis on selflessness and teamwork.

There are 28 hours of programmed instruction on Core values; however, the most powerful values exchange may very well come from the increased one-on-one time with the drill instructors who teach and demonstrate values such as selflessness, determination, loyalty and integrity.



The Crucible, in part, is the manifestation of the intangible values training that have taken place earlier in recruit training. It permeates the entire evolution, forging the selflessness, teamwork and Core Values concepts deep into each recruit. The Crucible is a 54-hour event that is designed to test a recruit's mind, body, and spirit. It is a series of eight events revolving around obstacles, warrior stations, movement courses, and reaction problems tackled over a grueling 40-mile course. Sleep and food deprivation add to the rigor of the course, which is primarily designed to develop teamwork and camaraderie through shared hardship. Each warrior station is named after a Marine Corps hero whose actions epitomize the values we want all Marines to internalize. As a touchstone, this experience in values and hardship can be drawn upon in any challenge they might face.



## PHASE III & IV

### PHASE III - MOS SCHOOLS

After graduating from recruit training, and taking a well deserved ten days of leave, the new Marines report into the School of Infantry (SoI). SoI and consequent follow-on schools give the new Marines the technical expertise they need to excel in their Military Occupational Specialties (MOS) and the Fleet Marine Force (FMF).

### PHASE IV - SUSTAINING THE TRANSFORMATION

All muscles atrophy without exercise; so too with character. Once started on a path of character development, there is no stopping. We are always developing our character until the day we die. The sustainment process continues Core Values training within units and is incorporated in all that we do as Marines, complementing a renewed emphasis on warfighting, combat leadership, and the concepts of responsibility and accountability.



### THE TRANSFORMED AMERICAN

The Corps has a long established pattern of Marines who have left the active duty ranks to become strong leaders in their communities and for the nation and we will continue to send men and women of strong character and values back to society. These Marines will carry the legacy of high character, like those Marines who are presently doing great things for our nation. We have received countless letters from influential public leaders who are former 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 3274

**SENIOR DRILL INSTRUCTOR**  
STAFF SERGEANT P. GARCIA

### DRILL INSTRUCTORS

SERGEANT N. R. MILONE  
SERGEANT D. RUIZ  
SERGEANT K. N. PELHAM

**PHYSICAL FITNESS TEST**  
PRIVATE R. J. MASSEY (283)

**PLATOON HIGH SHOOTER**  
PRIVATE FIRST CLASS R. A. FLORES (337)  
INSTRUCTOR:  
STAFF SERGEANT K. T. GUERIN

PVT E. AGUILAR JR  
PVT I. M. ALCORN  
PVT E. L. ARMSTRONG  
PFC N. M. BALLARD JR  
PVT D. R. BEAVERS  
PVT J. W. BENOUN  
PVT T. J. BOLIN  
PVT R. BRAVO JR  
PFC H. O. CABALLERO  
PVT A. A. CARRIZOSA  
PVT C. J. COCHENOUR  
PVT J. R. DETHEROW  
PFC S. S. DUMAN  
PFC R. A. FLORES  
PVT T. W. GLADE  
PVT M. A. GRIMALDO  
PVT A. A. GUTIERREZ  
PVT J. L. HANNASTOKES  
PFC\* D. J. HOUSKA  
PVT J. JIMENEZ  
PVT R. J. MASSEY  
PVT B. E. MCVANE  
PVT A. D. MEDINA  
PVT E. J. MIRANDA  
PVT A. M. MURILLO  
PVT T. J. NEAD

**PLATOON HONORMAN**  
PRIVATE FIRST CLASS D. J. HOUSKA  
RECRUITED BY:  
STAFF SERGEANT J. M. LAMB

PFC B. S. OSTAPOVICH  
PVT E. PADILLAPEREZ  
PFC E. V. PEDRAZA JR  
PVT J. D. PRICE  
PVT D. C. RICE  
PVT L. G. SANCHEZ  
PVT P. I. SEMAAN  
PFC D. R. SHARP  
PVT S. T. SIMPSON  
PVT A. D. SKELTON  
PVT H. SOLIS JR  
PFC D. SOLTEROSANCHEZ  
PFC\* H. W. STAHL  
PVT B. J. STANG  
PFC B. K. TARR  
PVT K. A. TAYLOR  
PVT H. A. TORRES  
PFC A. E. TORRESSALGADO  
PVT A. VICTOR  
PVT G. S. VIGILIA JR  
PFC A. VILLALTA  
PFC E. G. VILLATORO  
PFC\* R. M. VO  
PVT B. WANG  
PFC T. A. WHITE  
PVT J. YOUS

## PLATOON 3275

**SENIOR DRILL INSTRUCTOR**  
STAFF SERGEANT C. J. TORRES

### DRILL INSTRUCTORS

STAFF SERGEANT M. A. VELASQUEZ  
STAFF SERGEANT M. OROSCO  
STAFF SERGEANT J. T. HUTCHINS

**PHYSICAL FITNESS TEST**  
PRIVATE I. MADRIZSANTIAGO (294)

**PLATOON HIGH SHOOTER**  
PRIVATE FIRST CLASS B. L. JEFFERS (342)  
INSTRUCTOR:  
SERGEANT J. S. KING

PVT N.R. ALLER  
PVT B.E. ALTUM  
PVT N.E. AVILES  
PVT R.C. BATES  
PFC J.A. BELL  
PVT M.S. BRASEL  
PVT H.A. BRYAN  
PVT A.J. CASSATA  
PVT M.A. CEVALLOS  
PFC T. CHEUNG  
PVT C.D. GLOBES  
PVT W.E. CONROY III  
PFC C.M. CORMAN  
PFC N.L. CUELLER  
PFC N.A. DEGILLIO  
PVT P.G. DREWEK  
PVT D.V. DUBOIS  
PVT J.R. ELARDO  
PVT N.A. FILER  
PVT T.L. FOERSTERLING  
PVT J.A. GABALDONMADRID  
PVT P.J. GARCIA  
PVT P.D. GIANNAKIS  
PFC R.D. GRAY  
PVT J.A. GREER  
PFC\* D.N. HANKS

**PLATOON HONORMAN**  
PRIVATE FIRST CLASS E. D. KIRCHGATTER  
RECRUITED BY:  
STAFF SERGEANT A. VALASIK

PVT PC. HIATT  
PVT J.M. HILL  
PFC O.A. INFANTE  
PVT J.D. JAIMESGARCIA  
PFC\* B.L. JEFFERS  
PVT D.W. JOHNSON  
PVT D.S. JONES  
PFC Z.R. KAWAR  
PFC G.M. KIGER  
PFC\* E.D. KIRCHGATTER  
PFC E. LOPEZMONTANO  
PVT I. MADRIZSANTIAGO  
PFC I.R. MASSEY  
PVT J.M. MATA  
PVT M.A. MCBRIDE  
PVT D.T. MORENO  
PVT R. MORENO  
PVT M.C. NELSON  
PFC W.J. PEARL  
PVT E.A. REED  
PVT C.G. SANTACRUZ  
PVT S.M. SENG  
PFC J.M. SMITH  
PVT D.G. WALSTROM

# 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 is committing 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.