



***“America’s Premier Crisis Response Force”***

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***Our Future...Staring Through  
The Looking Glass Into The  
Next Two Decades***



## ***Remember...Who We Are!***

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***“The third thing that they believe about Marines is ... that the Marines are a master of some form of unfailing alchemy which converts unoriented youths into proud, self-reliant stable citizens – citizens into whose hands the nation’s affairs may be safely entrusted***

***And likewise, should the people ever lose that conviction – as a result of our failure to meet their high – almost spiritual – standards, the Marine Corps will quickly disappear.”***

***‘First to Fight’ - Brute Krulak - 1984***



## **Reality...Today's Marine Corps ...OUR Marine Corps!**

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***For more than a decade, our Marines have endured, overcome, and thrived in the morally bruising arena of human combat. While we have been victorious on the battlefields of Iraq and Afghanistan, we are now seeing signs that our institutional fabric is fraying...we need to take action today to fix it.***

***We have a behavioral problem within the Corps - a small, but not insignificant, number of our Marines are not living up to our ethos and core values. They are hurting themselves, their fellow Marines, civilians, and damaging our reputation.***



# **Reality...Today's Marine Corps ...OUR Marine Corps!**

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***We see evidence of this in non-compliance and enforcement of established institutional standards, incidences of sexual assault, hazing, DUI, fraternization, failure to maintain personal appearance standards, and other areas that indicate an overall lack of leadership and discipline.***

***No one doubts our ability to prepare our Marines for combat...in that arena - we have excelled!' Where we are faltering...where we need immediate attention...is in preparing our force for the post-OEF decades that are upon us!***



## *Our Moral Imperative*

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*After a Decade of War...we have an opportunity to foster a “re-awakening” within our Corps... a refocus on our ethos and values...*

*a refocus on ‘who we are’...and ‘what we do.’*



## ***Our Mission – My Commander’s Intent***

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***Our Mission is to intellectually, physically and morally  
“reawaken” the soul of the Marine Corps.***

***We will not create new concepts, buzzwords, or slogans.  
There will be no new MCOs or annual training required.  
We will return to our roots...to those time tested policies  
and orders that we intuitively know are right...because  
they made all of here this morning the Marines we are!***

***We will do a better job of enforcing the orders and policies  
we have already established.***



## ***Our Mission – My Commander’s Intent***

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***Understanding that strong leadership - from Fire Team Leader...to Commanding Officer...to Commanding General - is critical to our success, we will nonetheless, make our Non-Commissioned Officers our “main effort.”***

***144.5K’ of our Corps’ 173.9K’ Enlisted Marines are Sgts and below (89.6%)...thus our Non-Commissioned Officers are the critical enabler to our **“reawakening”** efforts. We will focus our efforts in a way that teaches and empowers our Corps’ NCOs such that they cannot fail.***



# **“Who Are We?”**

## **...From This Month’s Sergeants Course**

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- ~ We are the history of generations yet to come. Our actions, ethics, traditions are what people will remember about us***
- ~ We are a community of sacrifice***
- ~ We are loyal, we are in a marriage with our country, and our life is not as important as our country or the people we swore to protect, to include our fellow service men and women***
- ~ We are a living oath to the morals, values, and principles that we believe in, stand for...and what we were founded upon***
- ~ We are professional warriors and we will fight to the death for our country or anyone who wears our uniform***
- ~ We are brothers and sisters bonded by selflessness and duty***





# **“What Do We Do?”**

## **...From This Month’s Sergeants Course**

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***~ We fight for the freedoms of our country and the wellbeing of its citizens. We are American Ambassadors to foreign lands. We endure the harsh conditions of war so those who are unable to protect themselves can sleep well at night***

***~ We defend our country, fight our nation’s battles, and are prepared to give our life in its defense***

***~ We are our country’s Guardian Angels***

***~ We sacrifice body, mind, life and family to serve. We give ourselves completely with no questions. We miss birthdays, funerals, births, first days of school, first bike rides, to serve a country...at the end of the day our only known identity is not Sergeant or LCPL...we are a faceless entity. We are American...we are United States Marines***



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# **WOW**

***They “Get It!”***



# ***Our Way Forward***

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***You will leave this week with a list of initiatives, some of which will begin immediately, others will require more thorough coordination and thus will come over the next 60 days.***

***All of what is included here came from direct feedback from my 3 star Force and MEF Commander's, our LtCol and Col CO's, and their SELs. You will note that there is nothing new here...this is fundamental blocking and tackling...this is the sacred territory of Marines...it's called discipline.***

***Lastly, as General Officers, you own the battle field preparation, the execution, and the persistent follow through on our way forward. There will likely be a few of the initiatives that will be mandated from HQMC, but the bulk of our “reawakening” efforts belong squarely in YOUR pack.***



# ***Immediate Changes***

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***~ We will 'stand to' and return good order and discipline to our barracks.***

***Sgts and Cpls will return to our brks; BAH is no longer authorized for single Marines (CG's will have waiver authority)***

***I want to see Senior Officers, SNCOs and NCOs in and out of the brks regularly, especially between 2000-0400***

***I want to see Company Grade Officers assigned as OODs and SNCOs assigned as the Staff OOD.***

***Duty Officers/SNCOs will be armed at all times***



# ***Immediate Changes***

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***I want two NCOs on duty per brks and a firewatch on every deck  
Each unit will establish an 'interior guard' and I expect a  
SNCO to be in charge of their training***

***All duty standers will be in service uniform (B's or C's)***

***You will remove all TVs and not allow video games in the  
watch standers place of duty***

***I want all watch standers 'out and about' and not sitting  
behind a desk***

***I want MEF Cmdrs, MSC Cmdrs, Installation Cmdrs, and their  
Sergeants Major to develop plans to "fight and win in the brks"***



# ***Immediate Changes***

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- ~ Every Marine above the rank of LCpl will read **LEADING MARINES** and **SUSTAINING THE TRANSFORMATION** by 10 November***
- ~ “Group promotions” to the rank of Corporal or to Sergeant are not authorized...each promotion to these ranks will be personal and meaningful (more on promotions later)***
- ~ We will refocus on the ‘basic daily routine’ business of running a Bn or Sqdrn. Officers and SNCOs will be present in the morning for morning clean up, organized PT, and chow for their Marines***
- ~ We need to do a better job of explaining the “why” behind institutional decisions***



# *Immediate Changes*

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- ~ We will begin enforcing established standards. This will include behavior, physical conditioning, personal appearance, weight and body fat*
- ~ We will stop accepting bad behavior or substandard performance as a natural consequence of being a 'combat hardened' Marine Corps*
- ~ Every Bn and Sqdrn Commanding Officer will read **SUSTAINING THE TRANSFORMATION** immediately and begin to reinstitute its policies and direction*
- ~ Every Marine checking into a unit will be contacted before arrival by an assigned sponsor, and his/her immediate leadership chain (NCO, SNCO, and Company Grade Officer) will meet and greet the Marine upon check-in...there will be no exceptions!*



# ***Near Term Changes***

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- ~ I want to see units assigned to the same set of brks and left there...I don't want them moving around***
- ~ We will install security cameras in every brks***
- ~ We will establish definitive criteria for promotion to Corporal and Sergeant...ie, resident PME, MCI courses, cutting score, promotion board etc***
- ~ We will get our NCOs and leaders out from behind their computers and in front of their Marines!***
- ~ Marines who do not want to live up to our standards will be held accountable...that included our senior leadership!***





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***There will be much more...I need you to talk about these initiatives among yourselves this week. I intend to adjust our GOS schedule later this week to have some time to hear your thoughts and recommendations. This list is far from exhaustive...your fingerprints are required!***