



12TH MARINE REGIMENT
3D MARINE DIVISION

Command Philosophy

“Ready to Fight and Win Tonight”



Mission: “To provide direct support, general support, and counter-fires to 3rd Marine Division serving as the ground combat element (GCE) of a Marine Air-Ground Task Force (MAGTF) conducting combat operations across the full spectrum of conflict.”

The Marines and Sailors of 12th Marine Regiment are part of a proud legacy. Iwo Jima, Vietnam, and today, our Regiment has responded to the nation’s call at a moment’s notice and successfully faced the adversity of combat, humanitarian assistance, and disaster relief. For our regiment to remain successful within the range of military options, we must remain ready, be brilliant at the basics, resilient in adverse conditions, and always operate as a team.

In order for the members of this command to better understand my intent as commander, I am providing this written command philosophy. It is the foundation for the way I lead, and it articulates my vision as a commander.

Our primary mission as an artillery regiment is to destroy, neutralize, or suppress the enemy in support of the division. My measure of success is our performance, discipline, and morale.

My command philosophy revolves around four basic themes.

Expeditionary Readiness. This is our ethos as Marines, to be able to deploy overseas and to carry the fight to the enemy over land, sea, and air with healthy Marines and ready equipment. Readiness cannot be gained by short-term fixes; it is an outgrowth of the way we conduct our daily business. We can never allow ourselves to be unprepared for an operational commitment.

Brilliance at the Basics. Shoot, move, communicate, and maintain must always be our focus in training and fighting. These basics apply to our Marines and firing units. Our adversaries have multiple chances, but we often have just one. To succeed we must be accurate and meet the five requirements of accurate and predicted fire. We must be able to move in any domain, and speed will be our best defense. We must be able to communicate over long distances under multiple methods, always considerate of our signature. Most importantly, we must build maintenance into our operations, as we cannot do our job with less-than-effective equipment. Our firing batteries must be superb, able to execute the most demanding missions. We will build operational excellence by repetition and by effective use of time. We will remain focused on preparing for combat and maintaining our tactical and technical proficiency.

Resiliency. As the only USMC artillery regiment in the Western Pacific, we must be ready to take a punch. For 12th Marines to remain effective we must be resilient at the levels of the individual Marine, unit, equipment, and family. Strength among our Marines and families will make us a more effective command. Realistic training will prepare us for the rigors of combat. Resilient families will raise unit morale and ensure we fight with a happy heart.

Teamwork. We tie together all of our efforts to achieve readiness and brilliance at the basics with constant teamwork. Our teamwork must extend to our allies and partners. More importantly we must be respectful and professional of our host nation Japan. We can only achieve these goals if we work together as a team, taking care of one another. Each Marine and sailor must feel his or her role is important; there are no unimportant jobs in an artillery unit. Moreover, we must know each other’s jobs. Given the operational demands faced by a unit such as ours, we must be absolutely self-reliant and transparent. Each member of this Regiment will be welcomed, integrated, mentored, and developed through positive and professional leadership.

Finally, I am truly honored to be in command of this regiment and to serve alongside each and every one of you. We are in a region where we must not only face a large conventional force we must also be ready to face the unexpected threat. As long as we fight as one unit, know our focus is to support the division, and to remember our legacy as US Marines we will be successful in battle.

Semper Fidelis and Be Ready to Fight and Win Tonight


Michael Roach
Colonel, U.S. Marine Corps