




Spring 2020 Newsletter

Center for Advanced Operational Culture Learning

Well, it's been worth every minute—sadly, however, on 1 July 2020, CAOCL will close its doors. From its beginning in January 2006, when then LtGen Mattis created CAOCL, it has been focused on providing Marines, Marine units, and a wide range of Soldiers, Sailors, Airmen, Coast Guardsmen, and civilian professionals with regional, cultural and language familiarization training, education, and operational support so that they can operate more effectively in the very complex world we live in. To that end, I believe we have been successful. Certainly, the countless letters, unit reports, testimonies and personal acknowledgements attest to that achievement. But while the organization can claim success, the real power of CAOCL has been the men and women who have served it faithfully across the years: as LREC subject matter experts providing the “so what” to our customers, as scientists providing the academic rigor and discipline to our programs, as CULADs providing forward deployed units with the deep understanding of cultural and language subtleties, as administrators and budgeteers who kept the wheels on track and churning forward, as the unnamed support that provided advocacy and resources. I thank you all and hope that when we have to learn these lessons again, it is not at too great a cost.

Like success in your profession, in your family, and in life itself, it is always about the people you interact with. Understand them and you will accomplish your mission. Fail to understand them and you risk mission accomplishment.

Thanks to All !!!


Col George M. Dallas, USMC (Ret.)
Director - CAOCL

Note: On 1 July, CAOCL will close. Certain capabilities, specially training and education, will move to the newly established Center for Regional and Security Studies within Marine Corps University. We will be located on the second floor of the Gray Research Center and will provide new contact information in the coming months.



Contents:

Residence Education
Training
Distance Education
Research
Plans & Policy
Recent Publications



Residence Education



Dr. Lauren Mackenzie, Professor of Military Cross-Cultural Competence continues to work across Marine Corps University's (MCU) residence programs to deliver lectures, lead seminars and advise student research. She also chairs the faculty council and serves as an adjunct Professor at the Uniformed Services University of Health Sciences.

This academic year, CAOCL educators have taught MCU classes devoted to:

Organizational Culture
Cross-Cultural Competence
Metacognition
Using Failure

Narrative and Frames
Intercultural Communication
Critical and Creative Thinking
Culture, Conflict & Creativity

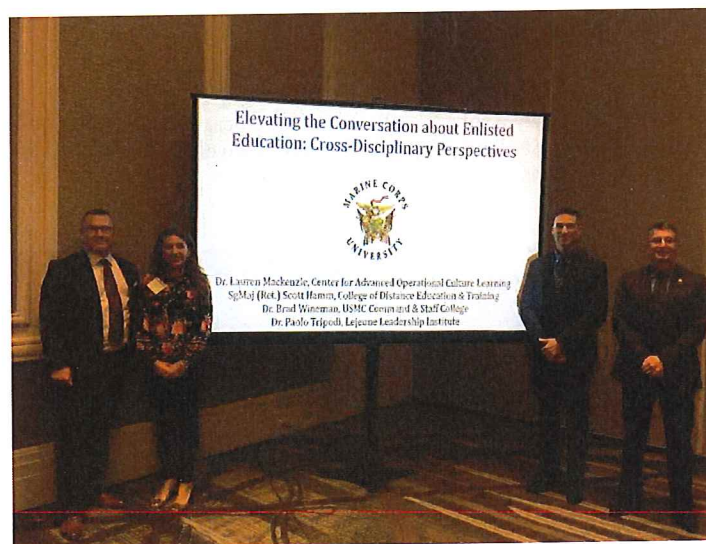
Outside of the University, Dr. Mackenzie has also taught culture and communication classes at over the past six months for:

- Marine Corps Embassy Security Group
- MARSOC foreign language students
- Uniformed Services University of Health Sciences 3rd year medical students
- SARC Victim Advocates annual training
- U.S. Coast Guard International Port Security program
- Cornerstone spouses

Dr. Mackenzie moderated a "Gender Considerations" panel at the Expeditionary Warfare School and led the first MCU Women, Peace & Security Community of Interest Group meeting in December 2019.

Additionally, she delivered three presentations at the November 2019 *InterUniversity Seminar on Armed Forces & Society* conference in Reston, VA where she also led the first meeting of the PME Faculty Consortium.

Dr. Mackenzie's article devoted to metacognition was published in the April 2020 volume of the *Journal of Military Learning*.



Mr. Scott Hamm, Dr. Lauren Mackenzie, Dr. Paolo Tripodi & Dr. Brad Wineman delivered presentations for the panel titled "Elevating the conversation about enlisted education: Cross-disciplinary perspectives and collaboration on a new Sergeants School curriculum" at the InterUniversity Seminar on Armed Forces & Society on 08 Nov 2019.



Training



CAOCL Training recently revised its approach to product development. Beginning in November, every region or country briefing created or updated includes material on Chinese influence and interests in the specific region or country. Also, we developed several cultural analysis products that are designed to feed into staff planning activities (e.g. in support of TTECG for 2d Marine Division's MWX and of I MEF G-3 and I MIG staff planning). These planning products focus on our primary strategic competitors and our key allies and partners that support our approach to great power competition. They use CAOCL's cognitive dimension framework and are designed to be of enduring value as references. These products assist culture SMEs in emphasizing aspects of foreign culture that are operationally relevant and provide a structured approach to spreading their knowledge across the staff as we have begun to emphasize the value of SME support more heavily.

CAOCL Training presented our Cognitive Dimension Framework to Department of State leadership from the U.S. Advisory Commission on Public Diplomacy and Foreign Service Institute. This generated discussion about how the DoS and DoD, using a common cognitive dimension framework, could facilitate mutual understanding and unity of effort in the information environment. Our cognitive dimension classes have generated significant interest from Army 1st IO Command, the Center for Naval Intelligence, and OIE practitioners across the USMC and DoD.



Divestment News

Due to CAOCL's divestment, future requests for training and operational support are unit-funded. Details on the new training support request process, the availability of CAOCL's training materials, and the cognitive dimension are available at:

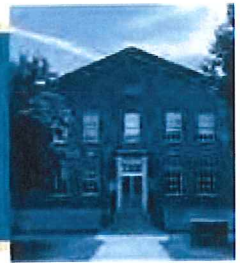
<https://www.usmcu.edu/caocl/training/>.

If you have questions, please email:
CRSS_Training@usmcu.edu.

On Nov 14th, Andrew W. Kirkby taught Levant Region to BLT 2/8 and CLB-26 at Camp Lejeune, NC.



Distance Education

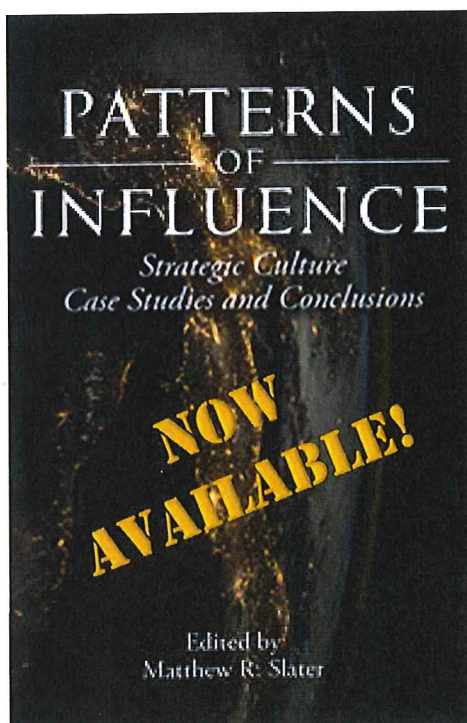


RCLF Program Updates

CAOCL continues to develop and update the Regional, Culture, and Language Familiarization (RCLF) Program. This total force initiative is the Marine Corps' distance learning program to instill, develop, and sustain foundational region and culture capabilities in our career Marines. RCLF continues to ensure Marines are globally prepared and regionally focused to effectively navigate culturally complex operating environments and relationships.

In an effort to address the National Defense Strategy, incorporate feedback from the fleet, and nest within the Marine Corps' 21st Century Learning efforts, RCLF has completed extensive rewrites to its 34 lower-level courses and refreshed its 6 upper-level courses. The new courses went live in January 2020. This means that Marines now get example hip pocket classes to teach their Marines, new culture practical application cases, an introduction to strategic culture analysis, and updated content throughout. Additionally, you will find RCLF components incorporated into multiple Marine Corps schools from Sergeants School to The Basic School to Command and Staff's Distance Education Program.

As the Corps' only accredited career-length educational program, RCLF continues to find ways to document and reward program completion. RCLF is preparing for its 2020 reevaluation by the American Council on Education. These efforts ensure Marines who complete RCLF continue to receive six college credits (three lower-level semester hours in global and cultural awareness and three upper-level semester hours in intercultural communication). Additionally, MARADMIN 348/19 has now made RCLF completion a briefing item on FY22 promotion boards as a factor to determine the best and most fully qualified.



CAOCL staffers Dr. Blagovest Tashev, Mr. Vernie Liebl, and Ms. Denise Slater contributed to this edited volume by CAOCL's own Dr. Matthew Slater. It is currently available from Marine Corps University Press. You may order a copy by emailing mcu_press@usmcu.edu.



Translational Research Group



The Translational Research Group (TRG) has been busy this season with research and assessment activities and outcome development, curriculum development and refinement, scientific advising, and presentation of their work at and participation in professional conferences virtually and in person. In addition to scholarly publications, TRG researchers produced two applied quick look reports from the Marine Corps Organizational Culture Research (MCOCR) Project – one on conceptions of fairness and one of the taboo subject of pregnancy loss. We also produced one assessment report on CAOCL's training and education activities. The bulk of our effort has been on preparing our MCOCR dataset in accordance with human subjects research regulations and best practices to ensure the Marine perceptions and insights shared within are available for future researchers.

Outreach Activities:

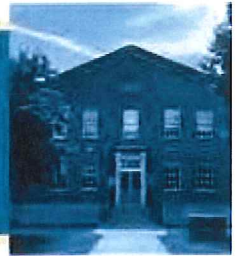
- Dr. Fosher, TRG's director, and TRG researchers attended the three-day Inter-University Seminar on Armed Forces and Society in Reston, Virginia. TRG presented their research methodology and findings from the Marine Corps Organizational Culture Research Project in a panel discussion. Dr. Fosher also participated in two "gender and culture in the military" panels as a discussant in the first and in the latter as a presenter, delivering "Controversial Results in an Applied Research Setting: The Marine Corps Organizational Culture Research Project."
- TRG participated in the virtual meeting of the 2019 Social, Behavioral, and Educational Research Conference and 2019 Advancing Ethical Research Conference. TRG staff attended multiple sessions regarding human subjects protections and other research topics.
- Though unable to attend in person, Dr. Fosher organized and provided remarks for one roundtable discussion on the recent National Academies report on social science for national security and provided discussant remarks for session on anthropological research on powerful groups at the American Anthropological Association annual conference.
- TRG researchers participated in two online webinars: The National Academies of Sciences Engineering and Medicine review of the first decade of the "Guidance for Establishing Crisis Standards of Care for Use in Disaster Situations" and "Building Collaborative Evaluations in the Military from Stakeholder Analysis" through Washington Evaluators. Additionally, they attended the Association for Public Policy Analysis & Management and Westat Conference: "Bringing Rigor and Intentionality to Mixed Methods Evaluations of Social Programs" and the Emerging Leaders in Biosecurity annual research and policy symposium.

Parting Words from our Director of Research:

With CAOCL's closure, TRG is concluding a decade of research, scientific advising, and contributions to the education and training of Marines. TRG was established in 2010 as an experiment in improving the Marine Corps' ability to integrate social science, particularly the disciplines focused on fieldwork, into its problem-framing, decision-making, and its policies, programs, and practices. We designed the capability to address long-standing challenges by providing social scientists with a work setting that was close enough to military organizations to build understanding of Marines and the implementation context, but also one that afforded the protections needed for rigorous research meeting high ethical standards. There have been successes and failures over the years of the TRG experiment – too many to mention here – but we have made progress toward the overall goal of improving integration. We are deeply grateful to the Marines and civilians who provided opportunities, participated in research, and helped us implement results.



Plans & Policy



Since our last newsletter, the Plans and Policy Section continues to coordinate, draft, and publish documents assisting in the governance of LREC across the Service. With the future divestment of CAOCL in mind, the section focused on opportunities to institutionalize LREC. Section staff contributed to the third LREC Strategy, worked on the service level doctrine, "LREC in Expeditionary Operations" (MCIP 5-10.3i), and coordinated formal message traffic that validated LREC training and the RCLF Program. Additionally, the Plans and Policy Section contributed significantly to capturing LREC related requirements within TECOM's Campaign Plan. This overarching document captures the direction of the Commandant and aligns all of TECOMs subordinate elements. Finally, the Plans and Policy Section actively participated in the POM 22, Marine Corps Collective Baseline Assessment process with the support from the Marine Corps Combat Development Command. The section was pleased to see LREC being included in multiple organization's solutions analyses – reaffirming the criticality of LREC within the service. Through these initiatives, the section hopes to have gained momentum that will ensure continued LREC support to the fleet beyond CAOCL.



CAOCL staff supported the Uniformed Services University of the Health Sciences' Bushmaster Exercise in Ft Indiantown Gap, P.A.



Recent CAOCL Publications



Publications:

- Clement, Victoria. (21 October 2019). Passing the Baton in Turkmenistan. *Atlantic Council*.
<https://www.atlanticcouncil.org/blogs/new-atlanticist/passing-the-baton-in-turkmenistan/>.
- Clement, Victoria. (10 August 2019). Turkmenistan's President Isn't Dead, Yet. *The Diplomat*.
<https://thediplomat.com/2019/08/turkmenistans-president-isnt-dead-yet/>.
- Clement, Victoria. (18 June 2019). What are US Interests in Turkmenistan? *The Diplomat*. <https://thediplomat.com/2019/06/what-are-us-interests-in-turkmenistan/>.
- Clement, Victoria. (2019). Pedagogy and Power in Turkmenistan. In I. Silova & S. Niyozov (2nd Ed), *Globalization on the Margins: Education and Post-Socialist Transformations in Central Asia*. Charlotte, NOC: IAP.
- Clement, Victoria. (2019). Turkey: A Bridge or Break? *Middle East Studies Insights*, 10(5).
https://www.usmcu.edu/Portals/218/MES/Insights/MES_insights_v10_i5_lo.pdf?ver=2019-11-20-082321-610.
- Fosher, Kerry and Eric Gauldin. (Under contract/In review). Military Anthropology. *Oxford Research Encyclopedia of Anthropology*. Online Publication.
- Fosher, Kerry, Rebecca Lane, Erika Tarzi, Kristin Post, Eric Gauldin, Blago Tashev, Jennifer Edwards, Jeremy McLean. (2020). Translational Research in a Military Organization: The Marine Corps Organizational Culture Research Project. *Annals of Anthropological Practice*. DOI: 10.1111/napa.12130.
- Khachadoorian, Angelle, Susan Steen, and Lauren Mackenzie. (2020). Metacognition and the Military Student: Pedagogical Considerations for Teaching Senior Officers in Professional Military Education. *Journal of Military Learning*. April issue.
<https://www.armyupress.army.mil/Journals/Journal-of-Military-Learning/Journal-of-Military-Learning-Archives/April-2020/Khachadoorian-Military-Student/>.
- Lane, Rebecca. (Under review). "Post-Heroic Leadership in a Heroic Organization: The Secret and Gendered Life of Empathy in the United States Marine Corps." *Human Relations*.
- Liebl, Vernie (Jan-Feb 2020). "Miscount in the Gulf of Bomba." *Strategy and Tactics* 320: 70-73.
- Liebl, Vernie (Nov-Dec 2019). "Operation Eastern Exit: Mogadishu Evacuation 1991." *Modern War* 44: 42-53.
- Liebl, Vernie (Oct-Nov 2019). "Vichy's Merchant Fleet." *World at War* 68: 66-69.
- Mackenzie, Lauren and Kristin Post. (2019). Relationship Repair Strategies for the Military Professional: The Impact of Cultural Differences on Expectations and Applications. *Marine Corps University Journal* 10(1), 128-142.
[https://www.usmcu.edu/Portals/218/HD%20MCUP/MCUP%20Pubs/MCUJ_Spring2019_10_1_web%20\(1\).pdf?ver=2019-05-15-142648-030](https://www.usmcu.edu/Portals/218/HD%20MCUP/MCUP%20Pubs/MCUJ_Spring2019_10_1_web%20(1).pdf?ver=2019-05-15-142648-030).
- Slater, Denise. (2019). Water Scarcity in Brazil: A Case Study. *Expeditions with Marine Corps University Press*.
<https://www.usmcu.edu/Outreach/Publishing/Marine-Corps-University-Press/Expeditions-with-MCUP-digital-journal/Water-Scarcity-in-Brazil/>.
- Slater, Matthew, ed. (Jan 2020). *Patterns of Influence: Strategic Culture Case Studies and Conclusion*. Quantico, VA: Marine Corps University Press.
- Tashev, Blago, Michael Purcell, and Brian McLaughlin. (2019). Russia's Information Warfare: Exploring the Cognitive Dimension. *Marine Corps University Journal* 10(2): 129-147. https://www.usmcu.edu/Portals/218/MCUJ_Fall2019_10_2_web.pdf.



Recent CAOCL Publications

continued



Applied Reports:

- Gauldin, Eric. (23 June 2020). *Quick-Look Report: USMC.2017.0005 – Insights from the MCOCR Project: Elements and Antidotes for Disillusionment*. Distribution unlimited. Quantico, VA: CAOCL.
- Lane, Rebecca. (1 June 2020). *Quick-Look Report: USMC.2017.0005 – Insights from the MCOCR Project: Empathy in Leadership*. Distribution unlimited. Quantico, VA: CAOCL.
- Lane, Rebecca. (1 June 2020). *Quick-Look Report: USMC.2017.0005 – Insights from the Marine Corps Organizational Culture Research Project: Sexual Assault and Harassment*. Distribution unlimited. Quantico, VA: CAOCL.
- Lane, Rebecca. (21 August 2019). *Quick-Look Report: USMC.2017.0005 – Insights from the Marine Corps Organizational Culture Research: Implicit and Explicit Perceptions of Fairness*. Distribution unlimited. Quantico, VA: CAOCL.
- Lane, Rebecca and Kristin Post. (15 April 2020). *Quick-Look Report: USMC.2017.0005 – Insights from the Marine Corps Organizational Culture Research Project: Rethinking Mentorship*. Distribution unlimited. Quantico, VA: CAOCL.
- Tarzi, Erika. (18 February 2020). *Quick-Look Report: USMC.2017.0005 – Insights from the Marine Corps Organizational Culture Research Project: Alcohol*. Distribution unlimited. Quantico, VA: CAOCL.
- Tarzi, Erika. (11 May 2020). *Quick-Look Report: USMC.2017.0005 – Insights from the Marine Corps Organizational Culture Research Project: Trust in the Marine Corps: The Good, the Bad, and the Ugly*. Distribution unlimited. Quantico, VA: CAOCL.
- Tarzi, Erika and Rebecca Lane. (15 October 2019). *Quick-Look Report: USMC.2017.0005 – Insights from the Marine Corps Organizational Culture Research Project: Pregnancy Loss*. Distribution unlimited. Quantico, VA: CAOCL.
- Tarzi, Erika, Kristin Post, and Michael Purcell. (7 May 2019). *Research Report: USMC.2016.0005: Are we doing the right thing? A look at the Center for Advanced Operational Culture Learning's (CAOCL) principal programs within the training and education continuum*. Distribution restricted. Quantico, VA: CAOCL.
- Tashev, Blago. (23 June 2020). *Quick-Look Report: USMC.2017.0005 – Insights from the MCOCR Project: Generational Differences in the Marine Corps Exploring Issues and Frictions Between Older and Younger Marines*. Distribution unlimited. Quantico, VA: CAOCL.

Annotated Bibliography:

- Tarzi, Erika (28 August 2019). *Annotated Bibliography: Professional Military Education in the Professional Education Landscape Project*. Distribution unlimited. Quantico, VA: CAOCL.

Blog Post:

- Clement, Victoria. (11 March 2020). "Pilgrimage Sites that Should not be Missed." *Turkmensands*.
<https://turkmensands.com/pilgrimage-sites-that-should-not-be-missed/>.

White Papers:

- Liebl, Vernie (18 Mar 2020). "Oman Succession Crisis-2020." Washington, DC: SMA Publications.
- Liebl, Vernie (11 Dec 2019). "Violent Extremist Organizations (VEOs): The Strategic Importance of Defining the Enemy." Washington DC: SMA Publications.
- Liebl, Vernie (Sept 2019). "Unanticipated Possibilities of Asymmetric Conflict and Unconventional Warfare." *The Age of Disruption: How Power Shifts Create More Conflict*. SMA Publications: 53-60.
- Liebl, Vernie and Patricia DeGennaro (Sept 2019). "Spaces Created by Great Power Competition-A Historical View." *The Age of Disruption: How Power Shifts Create More Conflict*. SMA Publications: 21-26.

Find many of these publications on DTIC (<https://discover.dtic.mil/>) and CAOCL's website (<https://www.usmcu.edu/CAOCL/Pubs/>).