



Fall 2018 Newsletter

Center for Advanced Operational Culture Learning

Sept 2018

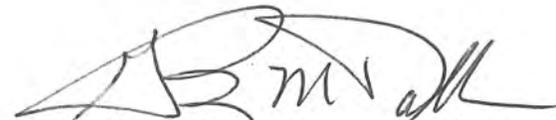
Greetings from the Center for Advanced Operational Culture Learning (CAOCL) in Quantico, VA! This newsletter is designed to provide a bi-annual summary of the efforts underway by our world-class team of cultural analysts, instructors, and researchers. Inside you will find a page devoted to what is "new and noteworthy" from each CAOCL section: training, distance education, residence education, research and plans & policies. From the Director's Desk, I would like to share just a few items of interest:

1. Our Region, Culture, & Language Familiarization online education program was accredited by the American Council on Education in the summer of 2017. Marines are now eligible to earn up to 6 college credits (3 lower and 3 upper division) while they complete their RCLF requirements.

2. In March of this year, CAOCL moved across the Marine Corps University campus to the second floor of Breckenridge Hall. Our new physical location positions us in a space convenient to both students and leadership. Along with our physical presence, our online presence has shifted as well, and you can find various CAOCL products and publications on our new MilSuite site located at: <https://www.milsuite.mil/book/community/spaces/caocl>

3. Finally, on 27 September 2018, we will be hosting a potluck to welcome Marine Corps University leadership to our new space, showcase several of our newest publications, and share a potluck meal.

CAOCL's greatest strength is its people, and the CAOCL staff are committed to preparing Marines with the kind of culture instruction necessary to succeed no matter where they find themselves in the world. The pages inside highlight our efforts to support the students we exist to serve.



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



Contents:

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Residence Education



2017-2019 Courses taught or scheduled at Marine Corps University by CAOCL Instructors:

Introduction to Culture
Cross-Cultural Competence
Intercultural Communication
Building Rapport Across Cultures
Cultural Metacognition
Culture, Conflict & Creativity
Water Scarcity
Public health threats and the role of the military
Boko Haram

Dr. Lauren Mackenzie serves as CAOCL's Professor of Military Cross-Cultural Competence as well as the MCU Faculty Council President. In the first half of 2018, she delivered invited guest lectures and scholarly presentations across a variety of DoD and academic institutions, to include:

- Women, Peace & Security Conference: Brown University, Providence, RI
- Language, Regional Expertise & Culture Symposium: Air University, Montgomery, AL
- FBI Academy, Quantico, VA
- Interagency Language Roundtable Culture Committee Meeting: Foreign Service Institute, Arlington, VA
- Eastern Communication Association Annual Conference: Pittsburgh, PA
- Foreign Area Officer Culture Workshop: Naval Postgraduate School, Monterey, CA
- Uniformed Services University of Health Sciences: Leadership Education and Development Program, Bethesda, MD



**Pictured above: (L-R) Col Williams, Cpl Sgt Bergeron, Dr. Mackenzie and Mr. Angulo-Cota deliver instruction at the Twenty nine Palms SNCOA*

Within MCU, she taught courses devoted to:

- *Culture, Conflict & Creativity* as well as *Building Rapport across Cultures* at the Command & Staff College
- *Cross-Cultural Competence* for the Senior Enlisted Professional Military Education, Faculty Advisors, and Reserve Officer course
- *Cultural Metacognition* at the Marine Corps War College
- *Intercultural Communication* at the Camp Pendleton, Quantico, Twentynine Palms & Hawaii SNCOAs

Additionally, she organized the CAOCL Research Portfolio MCU Faculty Development Brownbag session, delivered a Women, Peace & Security presentation at the MCU Faculty Development Conference, and chaired the committee for the inaugural CAOCL Writing Award which was presented to CDET student, Captain Tyrone Collier in June 2018. She co-authored the *Culture General Guidebook for Military Professionals* as well as chapters in the *International Encyclopedia of Intercultural Communication* and the *Handbook of Communication Training*.



Training



The training section continues to provide support to the operating forces and training venues across the Marine Corps. Our latest efforts include provision of training events across all three MEFs, MARFORRES, and the supporting establishment; outreach to other Marine Corps organizations; and establishing internal processes and procedures.

CAOCL training has provided a mixture of CULAD support, SME support, operational culture general instruction, region-specific instruction, and language instruction to units and individuals across the Marine Corps. The Afghanistan Cultural Field Guide is content-complete and in its final stages of formatting prior to mass printing. The training section met with Expeditionary Warfare School personnel to provide support for the development of an IO Case Study focused on the Tet Offensive. They were interested in using some of our materials from the "LREC and Planning" and "Cognitive Dimension: Russia" classes. The Case Study is not large group instruction, but will be delivered by FACADS in small group. This may facilitate future opportunities for CAOCL to provide training or curriculum development support to EWS and other schools within the university, with the understanding that CAOCL is credited with providing the LREC capabilities and subject matter expertise. The students will participate in the Case Study in mid-October. We will continue to collaborate with and assist EWS in this regard.

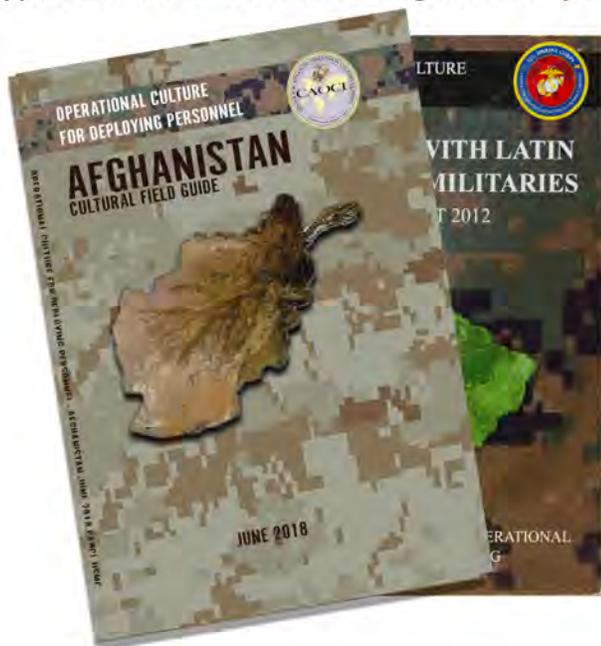


**Pictured Above: Mr. Jon Garrepy, CAOCL Asia Pacific analyst, addressing Marines in Camp Pendleton, CA.*

We also began coordination with Expeditionary Warfare Training Group, Atlantic (EWTGLANT) to support their review of Information Operations School courses. We will support their revision of Information Operations (IO) courses with cognitive domain classes and other support as deemed appropriate in future discussions. We will be meeting with CDET to determine how we can support their creation of a continuing education program (CEP) with LREC capabilities. We are meeting with Marine Corps

Civil-Military Operations School (MCCMOS) personnel to investigate the potential for some of their instructional techniques to inform our best practices in training our Marine audiences.

We are in the initial stages of developing a Training Self-Assessment framework and drafting a training section SOP. These documents will enhance our ability to give operationally-relevant LREC training to Marines with confidence, make adjustment as new mission sets arise, and codify best practices for current and future CAOCL staff members.





Distance Education



The Regional, Culture, and Language Familiarization (RCLF) team continues its mission of supporting the OPFOR with a career-long course of study designed to ensure Marines are globally prepared and regionally focused to navigate the culturally complex 21st century operating environment. RCLF's latest efforts include the publication of new curriculum blocks, the creation of a new social media-inspired website, a scholarly publication, and the creation of "RCLF Minutes".

This summer, RCLF published Officer Block 4/Enlisted Block 5 and Officer Block 5/Enlisted Block 6, modernizing and expanding the RCLF program for the ranks of GySgt to 1stSgt/MSgt, CWO4 to CWO5, and Maj to LtCol. The new material better aligns to geographical combatant commands, includes more case studies and scenarios, and focuses on building competency in cultural analysis and strategic evaluation. In addition to the all-new regional and culture content, RCLF continues to work in partnership with the Defense Language Institute to increase the number of language courses from 13 to 40 over the next fiscal year. More information on the new culture and language courses can be found on our MCU and milSuite sites.

RCLF continues to find new ways to make its content accessible to the entire Marine Corps as well as other government agencies. To do this, CAOCL now publishes content, videos, supplemental materials, policies, interactive dashboards, and its latest updates on our brand new milSuite site. This allows anyone with a CAC card instant access to our intuitive site, think Facebook combined with LinkedIn, without having to request an account or fill out a SAAR. In addition, Marines may start dialog with regional SMEs, provide their own user content, and share items of interest with others. Check it out!

RCLF's very own Dr. Victoria Clement, our EUCOM and EURASIA subject matter expert, published *Learning to Become Turkmen*. This book examines the ways in which the iconography of everyday life—in dramatically different alphabets, multiple languages, and shifting education policies—reflects the evolution of Turkmen society in Central Asia over the past century. For more information on this book, you may check it out at the Library of the Marine Corps or get more information here.

Last but not least, the RCLF team created "RCLF Minutes" to make a 3-4-page summary of global current events utilizing the concepts taught within the RCLF program. These are a great way to understand current happenings around the world and how they affect you, the warfighter. These are published bi-weekly and can be found here. Do you have a topic you would like us to look at or any questions regarding "RCLF Minutes" or any RCLF materials? Shoot us an email!



THE GREATEST
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*Pictured left: RCLF PACOM
Regional Analyst and Subject
Matter Expert (SME),
Fahad Malik, conducting cultural
field research at Wat Pho in
Bangkok, Thailand.*





Translational Research Group



TRG supports CAOCL with content, policy advice, and assessment research. The group also conducts research and scientific advising in support of the broader Marine Corps. The projects described below are examples of ongoing work across the TRG functions. Reports from past research efforts, as well as other publications, are available by contacting CAOCL's Director of Research at caocladmin@usmc.mil.

Marine Corps Organizational Culture Research

Whenever a story about Marine misconduct pops up in the news, the question, "Why did this happen?" is not far behind. While discussed by journalists and in the halls of Congress with the most senior Marine leaders, what do Marines themselves think? In July of 2017, in the wake of the Marines United Facebook misconduct, TRG began a project that sought to find out. Manpower and Reserve Affairs (M&RA) and the then-newly-formed Personnel Studies and Oversight Office requested that TRG conduct exploratory research on Marines' experiences and perceptions of leadership, cohesion, and gender bias. TRG conducted interviews and focus groups over the course of three months at installations in the US and Japan. The philosophy behind exploratory research is that a problem should be as fully understood as possible before a solution is prescribed. After talking to 277 Marines total, TRG was armed with ample data to aid in understanding the issues present in the Marine Corps. Thereafter, the team focused its efforts on gleaning insights from the thousands of pages of interview and focus group data. TRG delivered preliminary insights in two reports to M&RA that provide a summary of numerous issues that stood out in the data. Researchers hope to conduct comprehensive analyses targeted at the most pressing issues in the future.

Investigating Cultural Variability in Relationship Repair in Military Contexts

In the military educational setting, students frequently have prior deployments, and some have had experiences where their intercultural interactions have gone poorly. In these cases, they may have employed intercultural communication skills, such as relationship repair, without knowing they were doing it. Research findings from a series of interviews with U.S. Marines indicate some use relationship repair strategies when working with foreign military partners. CAOCL's academic instructors and social science researchers have adopted a multi-faceted strategy to leverage academic insights and translate them effectively for Marine audiences. First, they have explored findings from academic literature and completed an annotated bibliography that comments on which repair strategies align with military experiences. Second, they introduced relationship repair strategies and considerations into a curriculum for ground combat units. Third, they gained insights from academic colleagues by presenting their initial research findings at an Interagency Language Roundtable Culture Committee meeting. Finally, they are submitting an article that will present their initial findings and include suggestions for translating them into professional military education and training.

A Cognitive Dimension Framework

Joint Publication 3-13, Information Operations, describes the information environment as consisting of the human-centric Cognitive Dimension, the data-centric Information Dimension, and the tangible world of the Physical Dimension. The Marine Corps is taking steps to better position itself in the information environment where state and non-state actors are increasingly targeting the cognitive processes of populations by employing stratagems to control narratives while aiming to disrupt and



take control of the decision-making and behavior of others. In support of this effort, TRG in collaboration with the EUCOM desk is developing a framework for the cognitive dimension of a population. The framework includes concepts, skills, and knowledge organized thematically and aims to enhance Marines' ability to anticipate and influence the reactions and decision-making of populations in the operating environment to achieve desired effects. The framework establishes a basic range of issues and topics to consider when designing training events and other CAOCL products that address the cognitive dimension.

Pictured Above: The research team (including active duty liaison) at MCB Camp Butler in Okinawa



Plans & Policy



LREC Operational Advisory Group

Planning for the inaugural Language, Regional Expertise and Culture Operational Advisory Group (OAG) meeting continues. The OAG offers an opportunity for the LREC community of interest to meet with OPFOR representatives to discuss changes to policy, doctrine and training to improve operational effectiveness. The LREC OAG is currently scheduled to execute on October 2-3, 2018. A variety of topics will be presented and discussed, such as: the rewrite of the Marine Corps LREC Strategy, the role of LREC in mission planning, and the assignment, tracking and utilization of LREC-related military occupational specialties. The first day will be composed of presentations of various LREC capabilities and related challenges which will be followed by discussion and course of action development. The topics and proposed courses of action will be presented to the proponent's General Officers for decision on the second day. Guidance will be captured and expressed in individual initiatives that will be executed by OAG proponents, and in some cases included in the next iteration of the Marine Corps LREC Strategy.

MARINE CORPS LANGUAGE, REGIONAL EXPERTISE & CULTURE (LREC) STRATEGY: 2016 - 2020



The Marine Corps LREC Strategy 2021-2025

The revision of the Marine Corps LREC Strategy 2016-2020 is underway and will begin staffing for signature by DC, CD&I in the fall. The next strategy will be an update to underscore the unity of effort from the service LREC community of interest to support mission effectiveness, generate standardization, and reduce redundancies when possible. The MC LREC Strategy update will provide guidance for the next five years of capability development and execution oversight will be provided by the LREC OAG.

The Potential for Applied Strategic Culture

Dr. Matthew Slater finished editing *The Potential for Applied Strategic Culture: Case Studies and Conclusions* which will be published by Marine Corps University Press in the Spring/Summer of 2019. Contributing authors include Dr. Chris Yung (Marine Corps Command Staff College), Dr. Blago Tashev (CAOCL), Ms. Denise Slater (CAOCL), Mr. Vern Liebl (CAOCL) and Dr. George Bogden (Hudson Institute). The book provides readings that explore the strategic cultures of China, Brazil, Afghanistan and Kosovo, and then compares them to learn more about the benefits and limitations of the strategic culture approach. This volume sidesteps the theoretical debates in order to provide a guide to practitioners who need to shed light on explanations for state-level patterns of behavior.

Plans and Policy supports the CAOCL institutionalization mission by reviewing, editing and writing service, inter-service and joint doctrine for LREC equities. Currently CAOCL is pursuing the creation of a cultural analysis standard for the Marine Corps Planning Process (MCP) which may also be used in Information Operations planning, intelligence preparation of the battlespace and the targeting process. Plans and Policy is working on the task to produce a Marine Corps Interim Publication on LREC in Expeditionary Operations. This Publication will enable Marines to understand the personnel, leadership education and training expertise required to plan for the human dimension of complex operational environments.





Recent (2016-present) CAOCL Publications:



- Clement, V. (2018). The transformation of higher education in Turkmenistan: continuity and change. In J. Huisman, A. Smolentseva and I. Froumin (Eds.), *25 Years of Transformations of Higher Education Systems in Post-Soviet Countries: Reform and Continuity* (pp. 387-405). Cham: Palgrave.
- Clement, V. (2018). *Learning to become Turkmen: Literacy, Language, and Power, 1914-2014*. Pittsburgh, PA: University of Pittsburgh Press.
- Fosher, K. (2018). "Implementing a Social Science Capability in a Marine Corps Organization." *Journal of Business Anthropology*. Spring. 7(1): 133-152.
- Fosher, K., Mackenzie, L., Tarzi, E., Post, K. & Gauldin, E. (2017). *Culture General Guidebook for Military Professionals*. Quantico, VA: Center for Advanced Operational Culture Learning. <https://www.usmcu.edu/culture-general-guidebook>.
- Fosher, K. (2018 commentary in press). "Ethical Considerations in Publication Co-Authorship with Practitioners and Research Participants." *Practicing Anthropology*.
- Holmes-Eber, P., Tarzi, E., and Maki, B. (2016). "U.S. Marines' Attitudes Regarding Cross-Cultural Capabilities in Military Operations: A Research Note." *Armed Forces & Society* 42(4): 741-751. doi:10.1177/0095327X15618654.
- Liebl, V. (2019). "Does Afghanistan Have a "Strategic Culture"?" In M. Slater (Ed.) *Patterns of Influence: The Potential of Applied Strategic Culture*. Quantico, VA: Marine Corps University Press.
- Liebl, V. (2018). "Den Danske Leads the Way." *World at War*, 62: 66-69.
- Mackenzie, L. & Tenzek, K. (2018 in press). Cultural Variation in End-of-Life Conversations Using Cultural Discourse Analysis as a Tool to Analyze Case Studies Designed for Professional Military Education. In M. Scollo & T. Milburn (Eds.) *Cultural Discourse Analysis in Situated Contexts*. Teaneck, NJ: Fairleigh Dickinson University Press.
- Mackenzie, L., Gauldin, E. & Tarzi, E. (2018). *Military Cross-Cultural Competence Annotated Bibliography*. Quantico, VA: Center for Advanced Operational Culture Learning. <http://www.dtic.mil/dtic/tr/fulltext/u2/1059390.pdf>.
- Mackenzie, L. & Miller, J. (2017). Intercultural Training in the Military. In Y.Y. Kim & K. McKay-Semmler, (Eds.) *International Encyclopedia of Intercultural Communication*. (P.1411-1420) Malden, MA: Wiley Blackwell.
- Mackenzie, L. (2017). The Sights and Sounds of Rapport-Building Across Cultures. In Seiter, J., Peeples, J., & Sanders, M. (Eds.) *Great Ideas for Teaching Students in Communication*. Boston, MA: Bedford/St. Martin's.
- Moeykens, J. (2018). *An Assessment of Likelihood: Potential Cooperation between Mexican Drug Cartels and Al Qaeda or ISIS*. Monterey, CA: Naval Post Graduate School. <https://calhoun.nps.edu/handle/10945/59557?show=full>.
- Post, K. (2018). "Sending the right message: Wild game and the West Africa Ebola Outbreak." *Health Security* 16(1): 48-57.
- Post, K. (2016). "Disease Containment Versus Caring Presence in the West Africa Ebola Outbreak." *Emerging Leaders in Biosecurity Yearbook*, 48.
- Slater, D. (2019) "Brazilian Strategic Culture - The Case of the Amazon." In M. Slater (Ed.) *Patterns of Influence: The Potential of Applied Strategic Culture*. Quantico, VA: Marine Corps University Press.
- Slater, M. (Ed.) (2019). *Patterns of Influence: The Potential of Applied Strategic Culture*. Marine Corps University Press.
- Steen, S., Mackenzie, L. & Buechner, B. (2018 in press). Incorporating Cosmopolitan Communication into Diverse Teaching and Training Contexts: Considerations from Our Work with Military Students and Veterans. In D. Becker & J.D. Wallace (Eds.) *Handbook of Communication Training*. New York: Routledge.
- Tashev, B. (2019) "Strategic Culture: A Framework for Practitioners." In M. Slater (Ed.) *Patterns of Influence: The Potential of Applied Strategic Culture*. Quantico, VA: Marine Corps University Press.



Recent (2016-present) CAOCL Publications:



RCLF Minutes

Clement, V. (2018). A more assertive Turkey. *The RCLF Minute*, Issue 4. Retrieved from <https://www.milsuite.mil/book/docs/DOC-490304>.

Clement, V. (2018). U.S.-Russia relations: sanctions and diplomatic expulsions. *The RCLF Minute*, Issue 1. Retrieved from <https://www.milsuite.mil/book/docs/DOC-467392>.

Clement, V. (2018). The Legal Status of the Caspian Sea. *The RCLF Minute*, Issue 1. Retrieved from <https://www.milsuite.mil/book/docs/DOC-511086>.

Elmaki, D. (2018). Syrian Refugees: driving the need for a Political Resolution. *The RCLF Minute*, Issue 3. Retrieved from <https://www.milsuite.mil/book/docs/DOC-478280>.

Elmaki, D. (2018 in press). Understanding what led to the Gulf crisis. *The RCLF Minute*, Issue 2. Retrieved from <https://www.milsuite.mil/book/docs/DOC-473038>.

CAOCL Reports

Lane, R., Post, K., Gauldin, E., Tarzi, E., and Fosher, K. (2018). Researcher Insights from the Marine Corps Organizational Culture Research Project: Marines' Perspectives on Marines United Misconduct and the Everyday Experiences of Women in the USMC. Quantico, VA: Center for Advanced Operational Culture Learning.

Lane, R., Tarzi, E., Post, K., Gauldin, E., and Fosher, K. (2018). Marine Corps Organizational Culture Research Project Preliminary Analysis: Marines' Perspectives on Various Aspects of Marine Corps Organizational Culture. Quantico, VA: Center for Advanced Operational Culture Learning.

Post, K. (2017). Status Report: Longitudinal Program Assessment with 7th Marines. Quantico, VA: Center for Advanced Operational Culture Learning.

Tarzi, E. (2017). Regional, Culture, and Language Familiarization Program Messaging. Quantico, VA: Center for Advanced Operational Culture Learning.