



UNITED STATES MARINE CORPS
MARINE CORPS COMBAT DEVELOPMENT COMMAND
3300 RUSSELL ROAD
QUANTICO, VIRGINIA 22134

IN REPLY REFER TO:
5400
C461

JAN 14 2006

From: Deputy Commandant for Combat Development and
Integration/Commanding General, Marine Corps Combat
Development Command

To: Director, Center for Advanced Operational Culture Learning

Via: Commanding General, Training and Education Command

Subj: CENTER FOR ADVANCED OPERATIONAL CULTURE LEARNING CENTER OF
EXCELLENCE CHARTER (CAOCL COE)

Ref: (a) TECOM, Cultural Training Symposium of 17 Nov 04
(b) TECOM, Center for Advanced Operational Cultural Studies
Concept Paper dtd 4 Jan 05
(c) CMC WASHINGTON DC DTG 181300Z Apr 05 (ALMAR 018-05)
(d) TECOM, Culture and Language Training for the 21st Century
Marine - Mission and Concepts brief dtd 1 May 05
(e) U.S. Marine Corps Training and Education Transformation
Campaign Plan 02-05
(f) Department of Defense Language Transformation Roadmap of
January 2005
(g) TECOMO 5420.1
(h) MCO 5600.49

1. Situation. References (a) thru (e) depict the evolution of the requirement to establish the Center for Advanced Operational Culture Learning (CAOCL). Reference (f) directs the services to provide increased and enhanced opportunities for language and culture learning. Per references (g) and (h), CAOCL is designated as the Marine Corps' organization charged with institutionalizing and managing the service level implementation of the Marine Corps' operational culture training and operational language familiarization training programs. This charter confers the authority to operate as such.

2. Mission. CAOCL COE is chartered to serve as the central Marine Corps agency for operational culture training and operational language familiarization training programs and issues within the Doctrine, Organization, Training, Material, Leadership and education, Personnel, Facilities (DOTMLPF) process in order to synchronize and provide for training and education requirements. CAOCL COE, in conjunction with appropriate Marine Corps, Deputy Commandant for Combat Development and Integration, Marine Corps

ENCLOSURE (1)

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Combat Development Command, and Training and Education Command (TECOM) commands, detachments and sections, will:

a. Ensure Marines and Marine units are equipped with requisite regional, culture and operational language knowledge to assist them to plan and operate successfully in the joint expeditionary environment, in operationally significant regions of the world, in current and potential operating conditions, targeting persistent and emerging irregular, traditional, catastrophic and disruptive threats.

b. Identify current and future operationally important regions and cultures; gather and utilize cultural information/intelligence of military significance to Marines and Marine operational forces.

c. Provide instruction, information, and training support to Marines, Marine Corps schools, and Marine operating forces.

3. Execution. CAOCL COE will perform the following core functions:

a. Create, develop, and maintain an operationally focused culture training and language familiarization training program that covers the training and education continuum. The following is directed:

(1) Coordinate provision of militarily significant culture studies to Marines and Marine units. Provide Marines operational culture and language learning, in order to better prepare them for military operations in operationally significant areas of the world in current and projected operational environments. Using an efficient mix of distance learning, schoolhouse courses, directed reading, and commercial/other service/joint instructional materials, CAOCL COE will provide targeted persistent and pre-deployment training support to Marine operational forces.

(2) Develop and provide operational language familiarization training for operational forces, career Marines, and to Marine Corps schools. In accordance with DoD and Marine Corps policies and in coordination with Director Marine Corps Intelligence Division (Dir INTEL) as USMC Senior Language Authority (SLA), provide scenario performance based and operational language familiarization training to operational forces, Marine Corps schools, and career Marines. A career Marine is defined as Sergeants on their first re-enlistment through Master Gunnery Sergeants/Sergeants Major and First Lieutenants/Captains through General. Director, CAOCL COE will explore available avenues of

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approach to support operational language familiarization training. Director, CAOCL COE will leverage "native/heritage speaker" backgrounds of Marines, and in conjunction with operating forces, support and provide appropriate operational language familiarization training to individual Marines and Marine units.

(3) Curriculum Coordination and Integration. Assume responsibility for coordination and integration of operational culture training and education and language familiarization training across the T&E continuum IOT ensure constancy of programs. POI and curriculum approval authority for schools and programs resides with CG Training Command or President, Marine Corps University in accordance with reference (g).

(4) Assign micro-regions for study by career Marines. Based on forecasts by and in conjunction with CETO and MCIA, designate "micro-regions" for study by career Marines and assign career Marines "micro-regions" and associated languages for study and language familiarization. Marines will complete intermediate courses of instruction through required distance learning products. The end state will be a career force sufficiently skilled in regional culture and fundamental language familiarization to allow them to act as "micro-region" knowledge resources within their units supporting operations in operationally significant areas of the world. Director, CAOCL COE in conjunction with Deputy Commandant for Manpower and Reserve Affairs (DC, M&RA) will develop the means to track career Marines' who have met established standards/proficiency levels. This will provide the visibility to identify regional and language skills/expertise on-call in support of the operating forces.

(5) Assist in the drafting of Doctrine. Coordinate with Doctrine Division, Marine Corps Combat Development Command and identify those doctrinal publications for which TECOM and the CAOCL COE will serve as the proponent. Follow-on actions will be defined in reference (h). Director, CAOCL COE will ensure that approved doctrinal concepts are incorporated in applicable CAOCL influenced periods of instruction.

(6) Serve as TECOM representative on Working Groups. Director, CAOCL COE will serve as the TECOM representative and advise CG TECOM and TECOM G-3 of any fora concerning operational culture and language learning which impacts Marines, the Marine Corps and the operating forces.

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b. Create, develop, maintain, and publish culture and operational language familiarization resources in conjunction with MCIA and Dir INTEL for distribution to operating forces, schoolhouses, and individual Marines.

4. Administration and Logistics

a. Submit recommended changes to this document to CG, TECOM (CAOCL). Changes are subject to approval by the CG, TECOM.

b. Upon receipt, perform a mission analysis of the requirements outlined in this charter. Within 60 days of receipt, provide to CG, TECOM a POA&M (supported by a fiscal plan and programming strategy and manpower requirements) that ensures the execution of actions contained in this charter and identifies additional resources required to execute the actions. In addition, provide any charter modifications, to include additional functions deemed necessary to accomplish assigned tasks. Recommendations will be coordinated with appropriate TECOM and other staff prior to submission to Dep CG, TECOM.

5. Command and Signal

a. Director, CAOCL is a TECOM special staff officer reporting directly to the Commanding General, TECOM.

b. Correspondence, directives and other written material signed and issued by the Director, CAOCL will be signed either "By direction" or forwarded for signature to of CG/Dep CG, TECOM, and coordinated with the appropriate TECOM staff. Copies of all "By direction" correspondence will be forwarded to the TECOM Staff Secretary.

c. Director, CAOCL COE will develop and maintain relationships through continual coordination with the following organizations: M&RA; PPO; INTEL; MARFORS; MEFs; MCWL; MCIA; CETO; TBS; MCU; CCE (DL); to ensure integration of operational culture learning throughout the training and education continuum. Director, CAOCL COE will also, as necessary, establish coordination relationships with U. S. military, U. S. Government, academic, and other organizations.

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- d. This effort is a Total Force initiative.
- e. This charter is effective upon date of signature.


J. N. MATTIS

Copy to:
DC, CD&I
DC, P&R (RPD)
DC, M&RA
DC, PP&O (PLU)
Dir, INTEL
CG, TCOM
President, MCU
CG, MARCORSYSCOM
CG, MCWL
CO, MCIA
CG, MFL
CG, MFP
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CG II MEF
CG III MEF