

# Spring 2019 Newsletter

Center for Advanced Operational Cultural Learning

March 2019

Greetings and welcome to the spring 2019 issue of the CAOCL Newsletter!

In response to the most recent National Defense Strategy (NDS) and the recent recognition at the Department and Service level of Information as the 7th Warfighting function, CAOCL has refocused efforts on this emerging Domain. Of particular importance has been our contributions to the cognitive dimension of information environment operations (IEO). CAOCL plays a critical role within IEO by enabling Marines to understand regional and cultural context, thereby enhancing their operational effectiveness.

The cognitive dimension is the most important and the least understood element of the information environment. Accordingly, our team conducted multi-disciplinary research, creating a framework and a series of classes through which Marines can explore, analyze and apply their understanding of foreign cultures in IEO. This capability gives Marines a cognitive advantage during planning and when conducting operations. It enables Marines to understand "the knowledge, attitudes, beliefs, and perceptions of the people," including the threat, friendly, and neutral networks in the operating environment in order to seize the initiative, inform, influence or deceive. Many believe our key vulnerability today and into the future is our ability to operate in the information environment. CAOCL plays a key role in increasing Marines' effectiveness in IEO.

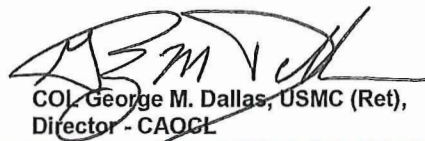
Other recent CAOCL efforts include:

- \* Recording of 2 podcasts for the Marine Corps War College "Eagles, Globes & Anchors" Podcast Series
- \* Delivery of 2 Marine Corps University Faculty development sessions devoted to the "Russian Cognitive Dimension" and the "CAOCL Research Portfolio"
- \* Launch of the 2nd Annual CAOCL Writing Award designed to attract and reward Marine Corps University student research and writing on culture
- \* Development of a planning tool to help staffs integrate language, regional expertise, and culture (LREC) capabilities and considerations into the USMC planning process.
- \* Provided LREC distance education to over 52,000 Marines this past year via the Regional, Culture, and Language Familiarization(RCLF) program and delivered 1,005 training events via the Training program.

The CAOCL website is back up and running ... you can learn more about our research, training and education efforts at:

[www.usmcu.edu/CAOCL](http://www.usmcu.edu/CAOCL)



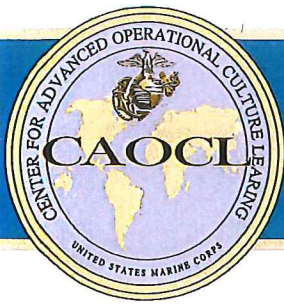
  
COL George M. Dallas, USMC (Ret),  
Director - CAOCL



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# Residence Education



CAOCL educators continue to provide a diverse set of course offerings for military students across Marine Corps University and beyond. Courses ranging from "Water Scarcity" to "Culture, Conflict & Creativity" were offered at the Command & Staff College in January; a new "Metacognition" class was taught at the Marine Corps War College in October and the "Cross-Cultural Competence" class is taught at each Senior Enlisted Professional Military Education session.

Dr. Lauren Mackenzie, Professor of Military Cross-Cultural Competence, leads the effort to integrate CAOCL educators into Marine Corps University's residence programs and, along with Dr. Kerry Fosher and Dr. Matt Slater, also advises student research at the Command & Staff College and the School for Advanced Warfighting, and recently offered a faculty development panel reviewing the "CAOCL Research Portfolio."

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

- MARSOC foreign language students
- Uniformed Services University of Health Sciences 3rd year medical students
- Camp Lejeune SNCOA students
- Cornerstone spouses
- Officer Candidate School instructors
- U.S. Naval War College "Adaptive Leadership in the Multinational Force" elective students
- Walter Reed Army Institute of Research scientist leaders



*\*Pictured above: Dr. Mackenzie delivers instruction for Senior Enlisted Professional Military Education students*

Outside of military community, she delivered a presentation at the National Communication Association annual conference in November devoted to "Cultural Variation in End-of-Life Communication." Dr. Mackenzie was an invited speaker at the Centre for Research and Evidence on Security Threats February workshop pertaining to "Engaging Across Cultures: A Solutions Roadmap" as well as at the Interagency Language Roundtable Culture Committee in March where she delivered the presentation "New Directions in Culture Training & Education for Military Professionals" along with Ms. Julie Millet from the Naval Special Warfare Command.

Dr. Mackenzie's most recent publication with Ms. Kristin Post will appear in the Spring 2019 issue of the *Marine Corps University Journal* and is titled "Relationship Repair Strategies for the Military Professional: The Impact of Cultural Differences on Expectations and Applications."

## CAOCL has advised several research papers devoted to culture education this academic year:

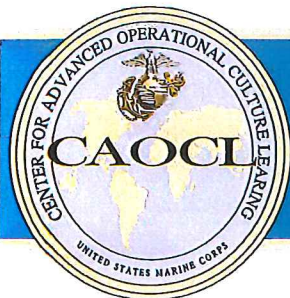
Cubillos, M. (2019). *Improving Implementation of the Regional, Culture, and Language Familiarization Program* (Research paper). Marine Corps Expeditionary Warfare School: Quantico, VA.

Harley, M. (2019). *Bridging the Gap: Culture Education and the Strategic Corporal in the Information Environment* (Master of Military Studies paper). Marine Corps Command & Staff College: Quantico, VA.

Jurmu B. (2019). Marine Force 2025: Hard- and Soft-Power Capable. *Proceedings*. March. Retrieved from <https://www.usni.org/magazines/proceedings/2019/march/marine-force-2025-hard-and-soft-power-capable>.

Studer, G. (2018). *Tracking the Marine Corps' Language, Regional Expertise & Culture (LREC) Program Concepts to Meet Operational Capability Requirements* (Unpublished master's thesis). Naval Postgraduate School: Monterey, CA.





# Training



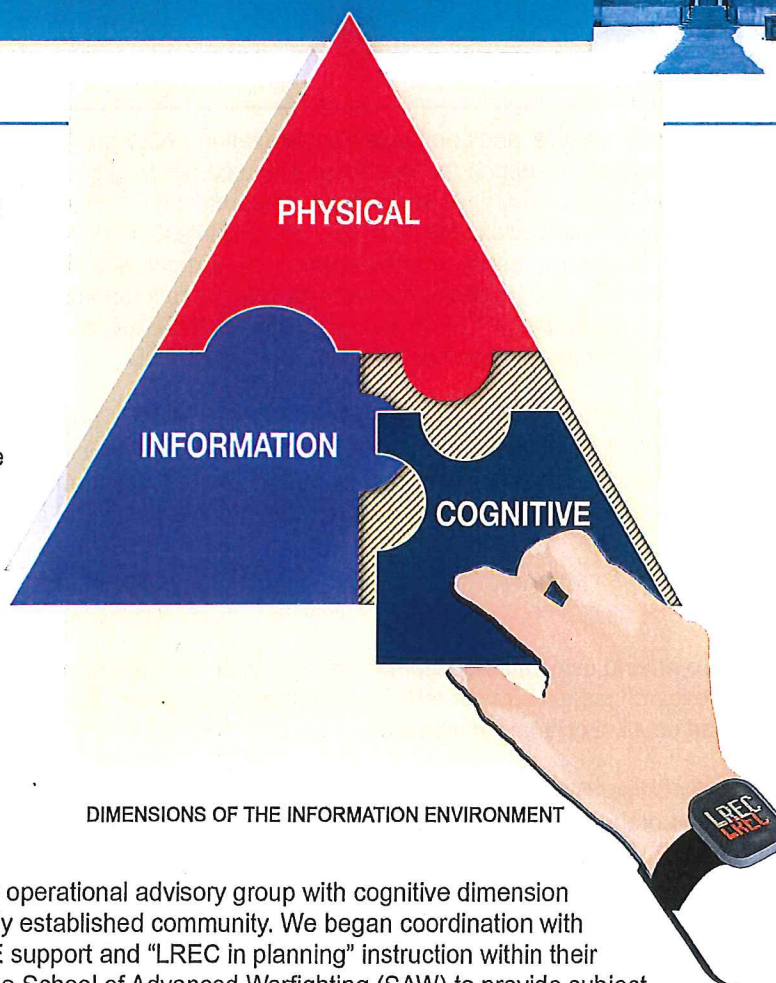
CAOCL training has made significant progress in its capability to support operations in the information environment (OIE) via its Cognitive Dimension series of classes. The cognitive dimension is the most important and the least understood dimension of the information environment (IE).

CAOCL has presented its "Russia in the Cognitive Dimension" class to several Marine units and schoolhouses with an overwhelmingly positive response. Early in 2019, CAOCL completed the development of classes on the cognitive dimension of China, North Korea, and Iran. All four are now available for request. We are in the process of developing the Cognitive Dimension - Violent Extremist Organizations (VEO) to round out the 2+3 Cognitive Dimension series.

The primary target audiences for this instruction to date are OIE practitioners, the Marine Corps Information Operations Center (MCIOC), and the MEF Information Groups (MIG). However, CAOCL believes this can add value to commanders and staffs at more senior levels, to other OIE-related MOSSs (e.g. the Communications Strategy community), and to the faculty within our educational institutions.

**New initiatives:** We supported the Communications Strategy operational advisory group with cognitive dimension instruction and discussed how CAOCL can support their recently established community. We began coordination with MAGTF Staff Training Program (MSTP) to include CAOCL SME support and "LREC in planning" instruction within their portfolio of available capabilities. We began coordination with the School of Advanced Warfighting (SAW) to provide subject matter expert support to several of the exercises in their curriculum.

The training section solidified the training package that can best support Expeditionary Warfare Training Group, Atlantic (EWTGLANT) Information Operations (IO) courses. We are prepared to support the pilot courses of their new advanced and intermediate IO courses, which will add depth to the capabilities IO practitioners bring to the fleet upon graduation. 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, and outreach to other Marine Corps organizations.



DIMENSIONS OF THE INFORMATION ENVIRONMENT

## What training does CAOCL offer?



OP CULTURE GEN



LANGUAGE



CULTURE



SME SUPPORT



TRAINING MATERIALS



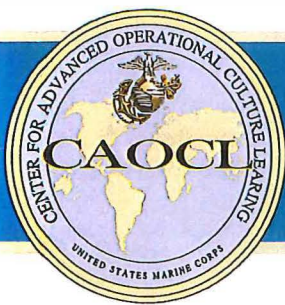
COGNITIVE DIMENSION



TRAINING CONTACTS

FOR MORE INFORMATION OR TO REQUEST TRAINING YOU CAN FIND US ON THE WEB AT:  
<https://www.usmcu.edu/caocl/training>





# Distance Education



The Regional, Culture, and Language Familiarization (RCLF) team continues its mission to support the total force with a career-long course of study designed to ensure Marines are globally prepared and regionally oriented to operate in complex environments. RCLF's latest efforts include updating its curriculum in response to feedback from warfighters and an evolving security situation, updating our website to be more informative and user-friendly, drafting a new RCLF Program Update MARADMIN, and integrating our concepts into courses and planning across DoD.

This summer, RCLF rewrote Officer Block 2/ Enlisted Block 3, updating concepts, practical applications, and adding additional content directly related to the National Defense Strategy. Watch for its publication in the near future. Remember, you do not have to enroll in a course to have access the content. The content is readily available on MarineNet's Library.



[MarineNet's Library](#)



[CAOCL RCLF Materials](#)

We recommend using these RCLF materials in your pre-deployment training, when creating interactive tactical decision games, or as part of a research project for your military or personal education. If you have an idea or need some help in incorporating our materials, shoot us an email [caocladmin@usmc.mil](mailto:caocladmin@usmc.mil).

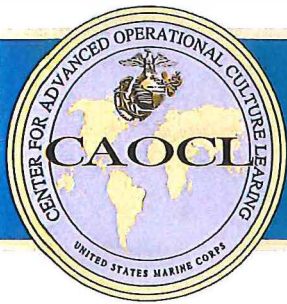
Currently Officer Block 3/ Enlisted Block 4 is undergoing a total re-write, adding concepts in line with CMC and TECOM CG guidance, notably incorporating the cognitive dimension and skillsets to develop a "hyper professional land force that... act(s) faster than a changing environment." The completed product should be online by December 2019.

Check out our newly updated website to quickly see what countries, languages, and courses are associated with each of our 17 regions. Additionally, our FAQs page answers many questions you may have and shows all the cool concepts and techniques taught in each course.



The RCLF team is closely working with M&RA to generate a RCLF Program Update MARADMIN to consolidate RCLF guidance into a single document, to clarify RCLF's relationship with PME, and to preview RCLF's future initiatives. Watch for its release in the near future!

In breaking news, as DoD's premier culture and language education program, RCLF has partnered with the Defense Institute of Security Cooperation Studies (formerly DISAM) to provide an online basic culture and regional orientation course for all security cooperation planners throughout the DoD. Your Marines will be utilizing the same concepts and terms as the strategic planners and embassy staffs, giving Marines insight into initiatives and operational context to better operate across the range of military operations. More to come.



# Plans & Policy

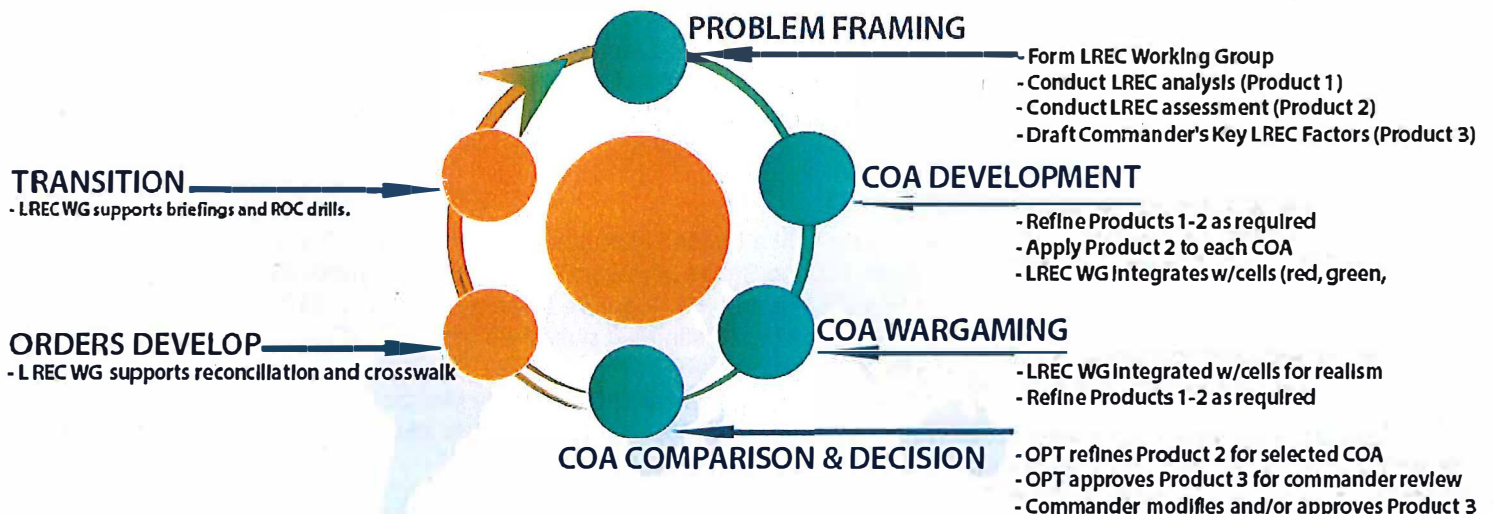


In January, CAOCL completed development of a planning tool to help staffs integrate Language, Regional Expertise, and Cultural (LREC) capabilities into the Marine Corps Planning process (see graphic below). The tool also contains LREC analysis and assessment products to help the staff identify how LREC considerations affect the different warfighting functions, mission types, and network types in the operating environment as it pertains to the unit's mission. This planning tool can be adapted for use from the battalion to MARFOR level, and it serves as a method by which subject matter experts and operators can work together to enhance planning. CAOCL has begun coordination with MSTP to develop a pamphlet and to make training on this planning tool available to the OPFOR.

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.

Dr. Matthew Slater completed editing *Patterns of Influence* 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.

## LREC IN THE PLANNING PROCESS







# Translational Research Group



## The Professional Military Education in the Professional Education Landscape Project

In December 2018, TRG researchers released the applied report, *Educating Marines: Reorienting Professional Military Education on the Target*, as part of its Professional Military Education in the Professional Educational Landscape (PMEPEL) Project. In this project, TRG is examining the literatures of professional preparation across professional fields. The intent of the project is to gain insights and draw lessons from the other forms of professional preparation to inform institutional decision-making and direction. The report situates the Commanding General of TECOM's 2018 guidance on transforming professional preparation of Marines within the greater context of professional education literatures. Drawing on a cross-section of professional fields, the paper explores how professional preparation arrived at the point of needed transformation, the shared problem set among the different fields, and various courses of action to explore to achieve and sustain the sought after transformation. Additionally, researchers have released two PMEPEL book digests and are preparing an annotated bibliography that can be shared with other researchers and practitioners.

## Book Digests – a New TRG Series

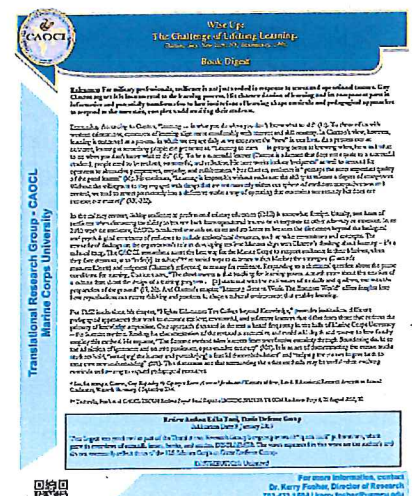
In November 2018, TRG initiated a new series of “quick look” publications, which provide overviews of scientific issues, books, and articles. These serve to make such resources more accessible and to stimulate thought and discussion on a broad range of scientific topics. As of this publication, TRG has released five, and more are on the way.

## Equity or Parity: What is fairness?

TRG has continued to work with the data set from the Marine Corps Organizational Culture Research Project. This year, researchers are focused on exploring in depth some of their initial insights. So far, they have published a one-page quick look report on Marines' perceptions of fairness; a longer report on the same topic is currently in final review. This report will provide insights into how Marines explicitly and implicitly perceive fairness when talking about fitness standards and leadership. It focuses on how different perceptions of fairness exacerbate or mitigate gender-related tensions within the Corps. The report addresses data and analysis that can inform messaging and narrative transformation in issues involving gender. Takeaways can also be applied to other forms of diversity.

## In Other News ...

TRG collaborated with CAOCL's EUCOM Desk to present a Lunch-N-Learn session for Marine Corps University faculty, staff, and students entitled, “The Cognitive Dimension: Making Sense of Russia's Information Warfare.” Through the same collaboration, CAOCL recorded the podcast, “Russian Culture and the Cognitive Dimension” for the Marine Corps War College's Eagles, Globes, and Anchor Podcast. TRG researcher Kristin Post published the article, “The Ebola 100 Project: A Flexible Approach to Collaborative Research” in *Practicing Anthropology* (Winter 2019). Director of Research, Dr. Kerry Fosher, published the commentary, “Ethics Roundtable: Including Research Community Members in Publication” in the same volume. Dr. Fosher and TRG researcher Eric Gauldin recently agreed to develop an article titled “Anthropological Practice in Military Organizations” for the *Oxford Research Encyclopedia of Anthropology*.



Sample Book Digest  
“Wise Up: The Challenges of Life Long Learning”





## Recent (2016-present) CAOCL Publications:



### RCLF Minutes

Slater, D. (2018). Brazilian Politics and the Dangers of Mirror-imaging. *The RCLF Minute*. Retrieved from: [https://www.usmcu.edu/Portals/218/CAOCL/RCLF Minutes/RCLF Minute 8 - Brazilian Political System and the Dangers of Mirror Imaging.pdf?ver=2019-03-12-113318-047](https://www.usmcu.edu/Portals/218/CAOCL/RCLF%20Minutes/RCLF%20Minute%208%20-%20Brazilian%20Political%20System%20and%20the%20Dangers%20of%20Mirror%20Imaging.pdf?ver=2019-03-12-113318-047)

Slater, D. (2018). The Worker's Party Legacy of Corruption in Brazil. *The RCLF Minute*. Retrieved from: [https://www.usmcu.edu/Portals/218/CAOCL/RCLF Minutes/RCLF Minute 9 - Brazilian Politics and Corruption.pdf?ver=2019-03-12-113318-013](https://www.usmcu.edu/Portals/218/CAOCL/RCLF%20Minutes/RCLF%20Minute%209%20-%20Brazilian%20Politics%20and%20Corruption.pdf?ver=2019-03-12-113318-013)

Kihara, C. (2018). The Evolving Nature of Technology & Implications for HA/DR and Development in Africa. *The RCLF Minute*. Retrieved from: [https://www.usmcu.edu/Portals/218/CAOCL/RCLFMinutes/RCLF Minute 10 - The Evolving Nature of Technology and Implications for HADR and Development in Africa.pdf?ver=2019-03-12-113318-013](https://www.usmcu.edu/Portals/218/CAOCL/RCLFMinutes/RCLF%20Minute%2010%20-%20The%20Evolving%20Nature%20of%20Technology%20and%20Implications%20for%20HADR%20and%20Development%20in%20Africa.pdf?ver=2019-03-12-113318-013)

### CAOCL Reports

Lane, R. (2019). Research Exploratory Insights: Implicit and Explicit Perceptions of Fairness in the Marine Corps. Quantico, VA: Center for Advanced Operational Culture Learning.

Tarzi, E. (2018). Educating Marines: Reorienting Professional Military Education on the Target. Quantico, VA: Center for Advanced Operational Culture Learning.

### Book Digests

Lane, R. (2019). Book Digest on *Fight like a Girl: The Truth Behind How Female Marines Are Trained*. Kate Germano, with Kelly Kennedy. Amherst, NY: Prometheus, 2018. Quantico, VA: Center for Advanced Operational Culture Learning.

Lane, R. (2019). Book Digest on *The End of Average: How We Succeed in a World that Values Sameness*. Todd Rose. New York, NY: HarperCollins, 2015. Quantico, VA: Center for Advanced Operational Culture Learning.

Post, K. (2019). Book Digest on *Resilience & the city: Change, (dis) order and disaster*. Peter Rogers. Routledge, 2016. Quantico, VA: Center for Advanced Operational Culture Learning.



## Recent CAOCL Publications:



- Clement, V. (2019). *Classic and contemporary values along the silk road: Today's Turkmenistan*. Pittsburgh, PA: University of Pittsburgh Press
- Fosher, K. (Winter 2019). Ethics Roundtable: Including Research Community Members in Publication. Commentary in *Practicing Anthropology* 41(1): 29-30.
- Liebl, V. (2019). Rwandan Genocide. *Modern War*, 41: 26-37.
- Liebl, V. (2019). *Iran's Relationship to Yemeni Zayidis*, SMA Publications: 1-5.
- Liebl, V. (2019). Power Sharing with the Taliban. *Negotiated Settlement in Afghanistan: Elements of a Grand Bargain*, SMA Publications: 18-20.
- Liebl, V. (2019). MSB Hercules in the Persian Gulf, *Modern War*, 40: 28-37.
- Liebl, V. (2019). What's in a Name: The Putative Legitimacy of Abu Bakr Al-Baghdadi. *Modern War*, 40: 60-62.
- Mackenzie, L. & Post, K. (2019). Relationship repair strategies for the military professional: The Impact of Cultural Differences on Expectations and Applications. *Marine Corps University Journal* 10 (3).
- Mackenzie, L. & Tenzek, K. (2018). 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.) *Engaging and Transforming Global Communication through Cultural Discourse Analysis* (P. 91-110). Teaneck, NJ: Farleigh Dickinson University Press.
- Post, K. (Winter 2019). "The Ebola 100 Project: A Flexible Approach to Collaborative Research." *Practicing Anthropology* 41(1): 12-14.
- 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.
- 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:



Tarzi, E. (2018). Book Digest on *Surpassing Ourselves: An Inquiry into the Nature and Implications of Expertise*. Carl Bereiter and Marlene Scardamalia. La Salle, IL: Open Court Publishing Company, 1993. Quantico, VA: Center for Advanced Operational Culture Learning.

Tarzi, E. (2019). Book Digest on *Wise Up: The Challenge of Lifelong Learning*. Guy Claxton. New York: NY, Bloomsbury, 1999. Quantico, VA: Center for Advanced Operational Culture Learning.

### Podcasts

McLaughlin, B., Slater, M. & Tashev, B. (2019). Russian Culture and the Cognitive Dimension. Marine Corps War College's *Eagles, Globes, and Anchor* Podcast.  
<https://www.dvidshub.net/audio/54771/eagles-globes-and-anchors>

Mackenzie, L. & Post, K. (2019). Cultural Variation in Relationship Repair Strategies. Marine Corps War College's *Eagles, Globes, and Anchor* Podcast.  
<https://www.dvidshub.net/audio/54771/eagles-globes-and-anchors>