



FACTBOOK 2020



U MARINE CORPS UNIVERSITY



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MCU FACTBOOK 2020

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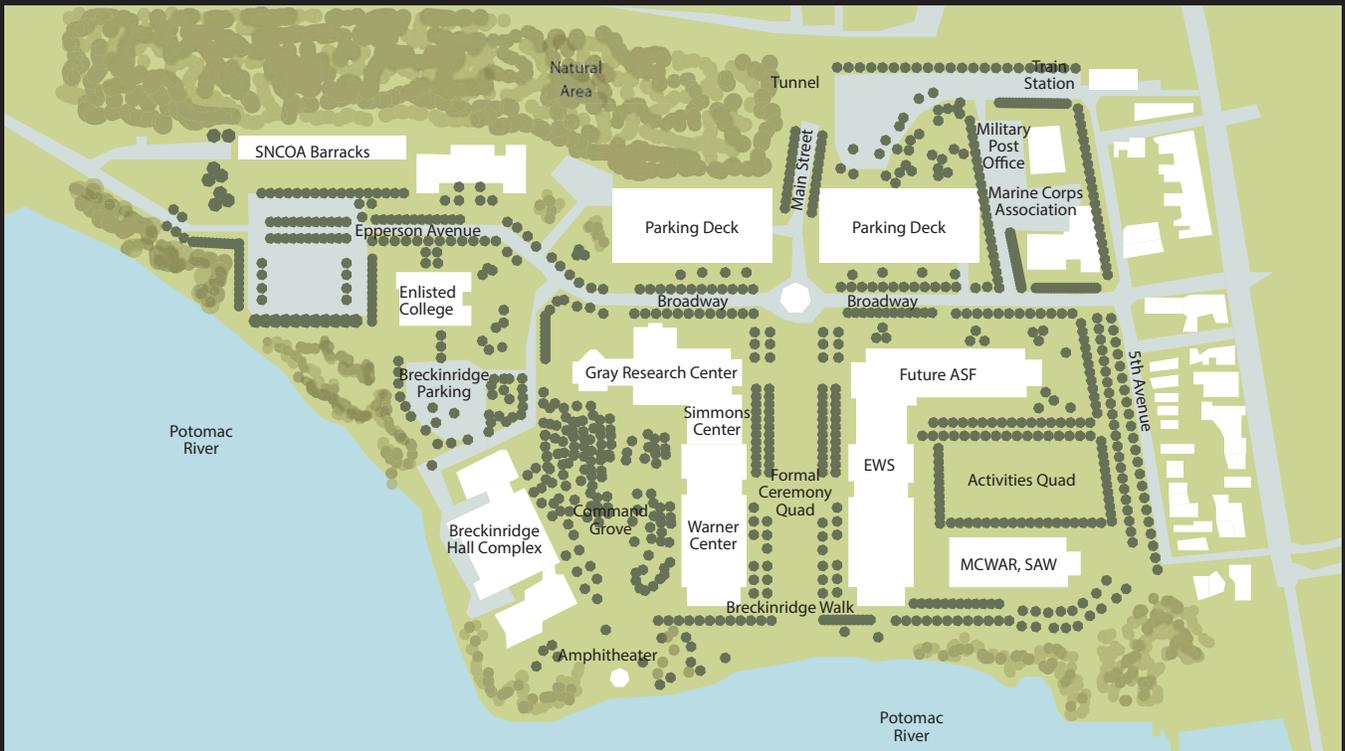




MCU FAST FACTS, 2020

| MCU | STUDENTS | FACULTY/STAFF |
|-------|---|---|
| MCWAR | 30 | 7/5 |
| SAW | 26 | 5/2 |
| CSC | 212 | 32/13 |
| EWS | 226 | 29/11 |
| CEME | 6,818 | 116/89 |
| CDET | CSCDEP – 1,200 CSCBSP – 71 EWSDEP – 2,524 EWSBSP – 231 ECDEP – 71,787 SSSP – 1,254 CSSP – 1,379 ASSP – 732 | 63/109* Adjuncts – 331 *Incl 32 staff for CDET training mission |
| TOTAL | 86,490 | 252/229 *Adjuncts 331 |

CAMPUS MAP



MISSION STATEMENT, VISION STATEMENT, GOALS

MCU MISSION STATEMENT

MCU/EDCOM develops and delivers professional military education (PME) and training through resident and distance learning programs, while also preserving and presenting the history of the Marine Corps, to prepare leaders to meet current and future security challenges and inform the public of the Service's role in national defense.

MCU VISION STATEMENT

Advance the legacy of Marine Corps' warfighting excellence through a forward-thinking military academic institution that delivers world-class education to develop professional leaders.

MCU STRATEGIC GOALS

The ideals expressed in the mission and vision are realized in the stated goals of the strategic plan. These goals identify five major areas of focus for the commitment of intellectual, economic, and physical resources to ensure achievement: professional learning, organizational strength, infrastructure and technology, faculty and staff development, and university outreach.

GOAL 1:

Conduct education and training to develop professionally competent individuals who think critically and solve complex problems creatively in a dynamic environment. (*Professional Learning*)

GOAL 2:

Develop and maintain an effective, transparent, collaborative, and responsive organizational structure to foster a culture of continuous learning and improvement. (*Organizational Strength*)

GOAL 3:

Provide state-of-the-art facilities and cutting-edge technologies to facilitate Marine Corps University's innovative and global learning environment. (*Infrastructure and Technology*)

GOAL 4:

Strengthen faculty and staff development opportunities to promote teaching excellence, scholarship, and the sharing of knowledge. (*Faculty and Staff Development*)

GOAL 5:

Leverage MCU's scholarship, research, publishing, stewardship, learning opportunities, and conferencing capabilities to strengthen the MCU brand and to support the Marine Corps, the broader national security audience, and the public. (*University Outreach*)

ACCREDITATION

REGIONAL ACCREDITATION

Marine Corps University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award master's degrees. Contact the association at 1866 Southern Lane, Decatur, Georgia, 30033-4097 or call 404.679.4500 for questions about the accreditation of Marine Corps University. SACSCOC website: www.sacscoc.org

The following degrees are awarded:

- Master of Strategic Studies (Marine Corps War College)
- Master of Operational Studies (School of Advanced Warfighting)
- Master of Military Studies (Command and Staff College)

Additionally, the Regional, Culture, and Language Familiarization (RCLF) Program, administered by MCU's Center for Advanced Operational Culture Learning, received the recommendation for American Council on Education accreditation, so students can receive up to six credits (three semester hours in the lower-division baccalaureate/associates category in global and cultural awareness and three semester hours in the upper-division baccalaureate degree category in intercultural communication) by completing the RCLF Program and potentially six additional credits in a foreign language.

JOINT PROFESSIONAL MILITARY EDUCATION (JPME) ACCREDITATION

The curricula for Command and Staff College (resident and distance) and Marine Corps War College have been accredited by the chairman of the Joint Chiefs of Staff via the Process for Accreditation of Joint Education (PAJE) as meeting the JPME Phase I and JPME Phase II requirements, respectively. More information about JPME and PAJE can be found in the *Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01E*, Officer Professional Military Education Policy (OPMEP).

MARINE CORPS UNIVERSITY PRESIDENTS



BGen Jay M. Bargeron
Current President



BGen William J. Bowers
2017–2019



BGen Thomas A. Gorry
2016–2017



BGen Helen G. Pratt
2014–2016



BGen Thomas D. Weidley
2013–2014



BGen William F. Mullen, III
2012–2013



MajGen Thomas M. Murray
2010–2012



MajGen Robert B. Neller
2009–2010



MajGen Donald R.
Gardner, USMC (Ret.)
2004–2009



BGen Thomas A. Benes
2002–2004



BGen Leif H. Hendrickson
2000–2002



BGen James T. Conway
1998–2000



BGen Robert R. Blackman Jr.
1996–1998



MajGen Marvin T. Hopgood
1995–1996



BGen Emil R. Bedard
1994–1995



BGen Peter Pace
1992–1994

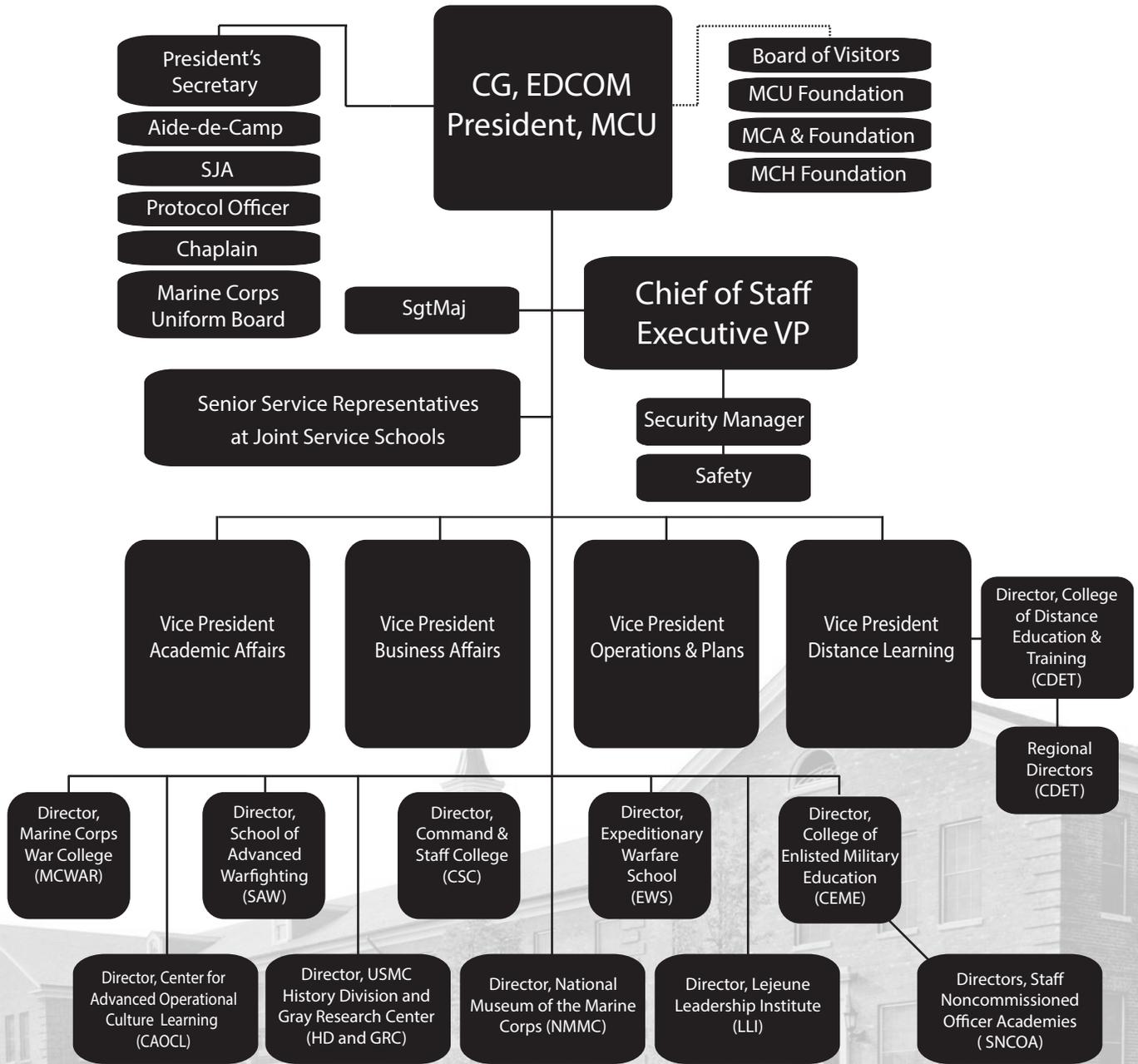


BGen James R. Davis
1990–1992



BGen Paul K. Van Riper
1989–1990

MARINE CORPS UNIVERSITY ORGANIZATIONAL CHART



MCU HEADQUARTERS PRIMARY STAFF

| | | |
|-------------------------------------|--------------------------------------|--|
| BGen Jay M. Bargeron, USMC | CG Education Command, President, MCU | |
| Col Gregory Lemons (USMC) | Chief of Staff | |
| Dr. Rebecca Johnson | Vice President, Academic Affairs | |
| Col Keil R. Gentry, USMC (Ret) | Vice President, Business Affairs | |
| Col Terence K. Kerrigan, USMC (Ret) | Vice President, Distance Learning | |
| Col Jay L. Hatton, USMC (Ret) | Vice President, Operations and Plans | |
| SgtMaj Douglas F. Cutsail III, USMC | Sergeant Major | |
| Mrs. Sherry L. Campbell | Executive Assistant to the President | |
| Mrs. Christy Reidsma | Protocol Officer | |

BOARD OF VISITORS

The Marine Corps University Board of Visitors was established when Congress provided a provision in the 1995 National Defense Authorization Act to establish an advisory board for the university. The Board of Visitors meets semiannually to provide advice and recommendations to the Marine Corps University president.



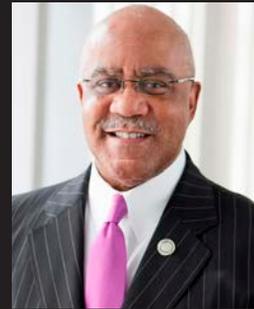
Dr. Michelle Johnston (Chair)
PhD, Education Leadership
President, University of Rio Grande



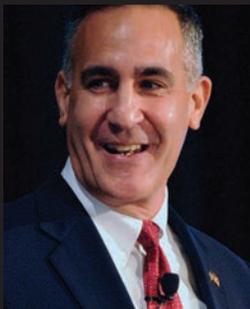
Dr. Michael Elam
EdD, Higher Education
Leadership
President, Halifax Community
College



Dr. Thomas Mahnken
PhD, International Affairs
Johns Hopkins University's
Paul H. Nitze School of Ad-
vanced International Studies
(SAIS)



Dr. Walter Bumphus
President and CEO of the
American Association of
Community Colleges



Col Arthur J. Athens USMC
(Ret)
Independent Leadership
Speaker, Consultant
and Coach
U.S. Naval Academy



LtGen James Laster (Ret)
Vice President Toys for Tots



Dr. Mara Karlin
PhD in International Affairs
from JHU-SAIS Nonresident
senior fellow in the Center for
21st Century Security and In-
telligence in the foreign policy
program at Brookings

FACULTY EXCELLENCE

The Elihu Rose Faculty Award for Teaching Excellence

This award honors the most outstanding educators among Marine Corps University faculty members. Respective candidates are honored with a certificate of distinction and recognized at an annual awards ceremony. The award is sponsored by the Marine Corps University Foundation in honor of one of its founders, Dr. Elihu Rose. Marine Corps University is both privileged and grateful for the sponsorship of this prestigious award.

Awards spanning three separate categories (enlisted, officer, and civilian) are bestowed at the conclusion of each academic year.

2019 – GySgt Jeremiah Bergeron, SNCOA Twentynine Palms (Enlisted)

2019 – LtCol Terje Broueygard, (Command and Staff College, Officer)

2019 – Dr. Christopher Yung, Brute Krulak Center for Innovation and Creativity (Civilian)

PRESIDENT’S LECTURE SERIES

Each academic year, MCU coordinates a President’s Lecture Series focused on a theme critical to student learning and preparation for today’s strategic context. The President’s Lecture Series leverages existing lecture series including the Erskine and Lord Lectures. The General Graves B. Erskine Distinguished Lecture Series was established in honor of the late General Graves B. Erskine. The purpose of this lecture series, sponsored by the Marine Corps University Foundation, is to broaden the perspective of students assigned to the Marine Corps University at Quantico in the social, political, and cultural dimensions of this nation and the world. The annual Thomas Lord Charitable Trust Lecture Series was established in 2011 by the generous gift of the trustees of the Thomas Lord Charitable Trust. The intent of this lecture series is to bring notable speakers to address the Marine Corps University student body, faculty, and staff on a variety of contemporary issues.

The integrating theme of the AY19–20 President’s Lecture Series is “Developing Leaders for Maneuver Warfare.” MCU has a unique responsibility to contribute to combat readiness by maintaining a sharp focus on “teaching officers and NCOs how to win in combat by out-thinking as well as out-fighting their opponents.” This was General Alfred M. Gray’s initial vision for establishing MCU and continues to be the essence of what we do. This year marks the university’s 30th anniversary, and the formal recognition of that milestone will be incorporated into the President’s Lecture Series.

2019–20 Events

“Developing Leaders for Maneuver Warfare”—Fall Erskine Lecture

“The Maneuver Warfare Mindset”—Fall Lord Lecture

MCU’s Annual Innovation Summit on “Creativity and Innovation”

“The Next Generation of Leaders”—Spring Erskine Lecture

SCHOOLS & OTHER
PME PROGRAMS



MARINE CORPS WAR COLLEGE

MISSION STATEMENT

The Marine Corps War College (MCWAR), as the senior PME institution of the Marine Corps, educates selected military and civilian professionals to develop critical and creative thinkers, military strategists, joint warfighters, and strategic leaders who are prepared to meet the challenges of a complex and dynamic security environment.

DEGREE

MCWAR graduates receive a regionally accredited Master of Strategic Studies (MSS) degree.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|------|------|------|------|------|
| Total Students | 30 | 29 | 30 | 29 | 30 |
| USMC | 11 | 11 | 11 | 11 | 11 |
| USMCR | 1 | 1 | 1 | 1 | 1 |
| USA | 4 | 4 | 4 | 4 | 4 |
| USAF | 4 | 4 | 4 | 4 | 4 |
| USN | 1 | 0 | 0 | 0 | 0 |
| USNR | 0 | 0 | 1 | 1 | 1 |
| USCG | 1 | 1 | 1 | 1 | 1 |
| International Military Student | 3 | 3 | 3 | 3 | 3 |
| Total Military | 25 | 24 | 25 | 25 | 25 |
| Central Intelligence Agency | 1 | 1 | 1 | 0 | 0 |
| Department of State | 1 | 1 | 1 | 2 | 2 |
| Federal Bureau of Investigation | 0 | 1 | 0 | 1 | 1 |
| Bureau of Alcohol, Tobacco, Firearms & Explosives | 0 | 0 | 0 | 0 | 0 |
| Defense Intelligence Agency | 1 | 1 | 1 | 1 | 1 |

| | | | | | |
|---|----------|----------|----------|----------|----------|
| Marine Corps Intelligence Activity | 1 | 0 | 0 | 0 | 0 |
| Department of Homeland Security | 1 | 1 | 1 | 0 | 0 |
| US Agency for International Development | 0 | 0 | 1 | 0 | 0 |
| U.S. Secret Service | 0 | 0 | 0 | 0 | 1 |
| Total Civilian | 5 | 5 | 5 | 4 | 5 |

| International Students | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------------------------------------|----------|----------|----------|----------|----------|
| Afghanistan | 0 | 0 | 0 | 0 | 0 |
| Brazil | 0 | 0 | 0 | 0 | 1 |
| Canada | 0 | 0 | 0 | 0 | 0 |
| Finland | 0 | 0 | 0 | 1 | 0 |
| France | 0 | 0 | 0 | 0 | 1 |
| Georgia | 0 | 0 | 0 | 0 | 0 |
| Indonesia | 0 | 1 | 0 | 0 | 0 |
| Japan | 0 | 0 | 1 | 1 | 1 |
| Jordan | 0 | 1 | 0 | 1 | 0 |
| Malaysia | 1 | 0 | 0 | 0 | 0 |
| Mexico | 1 | 0 | 1 | 0 | 0 |
| New Zealand | 0 | 0 | 1 | 0 | 0 |
| Pakistan | 0 | 0 | 0 | 0 | 0 |
| Philippines | 0 | 0 | 0 | 0 | 0 |
| South Korea | 0 | 0 | 0 | 0 | 0 |
| Taiwan | 0 | 1 | 0 | 0 | 0 |
| United Arab Emirates (UAE) | 1 | 0 | 0 | 0 | 0 |
| Total International Students | 3 | 3 | 3 | 3 | 3 |
| Male / Female Ratio | 27/3 | 28/1 | 29/1 | 28/1 | 25/5 |

| USMC MOS | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------------------|-----------|-----------|-----------|-----------|-----------|
| Field Artillery | 0 | 2 | 0 | 0 | 0 |
| Infantry | 4 | 2 | 1 | 2 | 4 |
| Intelligence | 1 | 1 | 0 | 0 | 1 |
| Logistics | 1 | 2 | 2 | 1 | 0 |
| Personnel & Admin | 0 | 0 | 1 | 0 | 0 |
| Pilots/NFO | 2 | 3 | 3 | 3 | 2 |
| Supply | 1 | 0 | 2 | 2 | 0 |
| Other | 3 | 2 | 3 | 4 | 5 |
| Total | 12 | 12 | 12 | 12 | 12 |

| MCWAR Faculty/Staff | | |
|--|------------------------|--|
| Name | Title | |
| Col Blair J. Sokol, USMC | Director | |
| Dr. Christopher D. Yung | Dean of Academics | |
| LtCol Michael J. Byrne, USMC | Associate Dean | |
| Diplomacy and Statecraft | | |
| Dr. William Morgan | Course Director | |
| Mr. Michael N. Greenwald | State Department Chair | |
| Joint Warfare | | |
| Col Brian W. Cole, USMC | CJCS and USMCR Chair | |
| Vacant | USA Chair | |
| Leadership and Ethics | | |
| Col Kurt Mencke, USAF | USAF Chair | |
| National Security | | |
| Dr. Tammy S. Schultz | Course Director | |
| Ms. Danielle R. Marion | DIA Chair | |
| War, Policy, and Strategy / Economics and National Power | | |
| Dr. James Lacey | Course Director | |

2019 MCWAR AWARDS

Distinguished Graduate Program:

LtCol Rory D. Kent, USMC | LtCol Lance J. Langfeldt, USMC
LtCol Reginald J. McClam, USMC

Lieutenant General P. K. Van Riper Writing Award:

Mr. Sean Peters, FBI

Joint Service Planner Award:

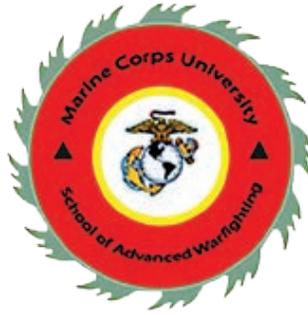
LtCol Michael Nakonienczny, USMC

Krulak Center Award for Creativity

LtCol Michael Aldridge, USMC

Foreign Area Officer Award:

LtCol Carrie Batson, USMC



SCHOOL OF ADVANCED WARFIGHTING

MISSION STATEMENT

The School of Advanced Warfighting (SAW) develops lead planners and future commanders with the will and intellect to solve complex problems, employ operational art, and design/execute campaigns to enhance the Marine Corps' ability to prepare for and fight wars.

DEGREE

SAW graduates receive a regionally accredited Master of Operational Studies (MOS) degree.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------|------|------|------|------|------|
| Total Students | 24 | 26 | 26 | 26 | 26 |
| Class Composition | | | | | |
| USMC | 18 | 18 | 19 | 19 | 19 |
| USA / USARNG | 1 | 2 | 2 | 2 | 2 |
| USAF | 2 | 2 | 2 | 2 | 2 |
| USN | 0 | 1 | 0 | 0 | 0 |
| International Officers | 3 | 3 | 3 | 3 | 3 |
| Male/Female Ratio | 23/1 | 22/4 | 24/2 | 24/2 | 24/2 |
| USMC MOS | | | | | |
| Armor (18xx) | 0 | 2 | 1 | 1 | 0 |
| Combat Engineer (1302) | 1 | 1 | 1 | 2 | 1 |
| Field Artillery (0802) | 3 | 0 | 1 | 0 | 2 |
| Infantry (0302) | 7 | 4 | 7 | 14 | 7 |
| Intelligence (02xx) | 3 | 2 | 2 | 2 | 3 |
| Logistics (0402) | 1 | 3 | 3 | 3 | 2 |
| Pilots / NFO (75xx) | 1 | 5 | 3 | 2 | 1 |

| | | | | | |
|------------------------|---|---|---|---|---|
| Communications (06xx) | 2 | 0 | 1 | 1 | 0 |
| Ground Supply (30xx) | 0 | 1 | 0 | 0 | 0 |
| Adjutant (0180) | 0 | 0 | 0 | 1 | 0 |
| Military Police (5803) | 0 | 0 | 0 | 0 | 0 |
| Aviation C2 (7202) | 0 | 0 | 0 | 0 | 2 |
| FMO (3404) | 0 | 0 | 0 | 0 | 0 |
| Army Strategist (FA59) | 0 | 0 | 0 | 1 | 0 |
| AAV | 0 | 0 | 0 | 0 | 1 |

| International Students | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------------------------------------|----------|----------|----------|----------|----------|
| Australia | 1 | 1 | 1 | 1 | 1 |
| Canada | 1 | 1 | 1 | 1 | 0 |
| Germany | 0 | 0 | 0 | 0 | 0 |
| Norway | 1 | 0 | 0 | 0 | 1 |
| Italy | 0 | 1 | 1 | 0 | 1 |
| UAE | 0 | 0 | 0 | 1 | 0 |
| Total International Students | 3 | 3 | 3 | 3 | 3 |



| SAW Faculty/Staff | | |
|---------------------------------|--------------------------------------|--|
| Name | Title | |
| Col James R. Fullwood Jr., USMC | Director | |
| LtCol William W. Johnson, USMC | Deputy Director | |
| LtCol Matthew Van Echo, USMC | Operations Officer | |
| Dr. Gordon W. Rudd | Professor of Strategic Studies, Dean | |
| Dr. Benjamin Jensen | Professor of Military History | |
| Melissa Calloway | Program Manager | |
| LCpl Alissa Zarate | Assistant Admin | |





COMMAND AND STAFF COLLEGE

MISSION STATEMENT

The Marine Corps Command and Staff College (CSC) provides graduate level education and training to develop critical thinkers, innovative problem solvers, and ethical leaders who will serve as commanders and staff officers in Service, joint, interagency, intergovernmental, and multinational organizations confronting complex and uncertain security environments.

DEGREE

CSC students have the option of completing the requirements for a regionally accredited Master of Military Studies (MMS) degree.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|------|------|------|------|------|
| Total Students | 232 | 212 | 213 | 213 | 212 |
| USMC | 111 | 97 | 99 | 99 | 103 |
| USMCR | 8 | 5 | 8 | 7 | 6 |
| USMC SgtMaj/MgySgt | 3 | 2 | 2 | 6 | 0 |
| USA/USAR/USARNG | 21 | 22 | 23 | 22 | 22 |
| USAF/USAFR/USAFANG | 18 | 17 | 19 | 20 | 19 |
| USN/USNR | 20 | 18 | 9 | 11 | 12 |
| USCG | 1 | 2 | 2 | 2 | 1 |
| Civilians | 18 | 17 | 19 | 15 | 19 |
| International Officers | 32 | 32 | 32 | 31 | 30 |
| International Civilian | 0 | 0 | 0 | 0 | 0 |
| Civilian Agencies | | | | | |
| Bureau of Alcohol, Tobacco, Firearms & Explosives | 1 | 1 | 0 | 0 | 0 |
| Central Intelligence Agency | 2 | 2 | 2 | 2 | 3 |

| | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| Defense Intelligence Agency | 1 | 2 | 1 | 1 | 1 |
| Department of the Army, Center for Army Analysis | 1 | 0 | 0 | 0 | 0 |
| Department of State | 4 | 4 | 4 | 4 | 4 |
| Department of Homeland Security | 1 | 1 | 3 | 1 | 1 |
| US Agency for Intn'l Development | 0 | 1 | 1 | 1 | 1 |
| Special Operations Command | 1 | 0 | 1 | 1 | 2 |
| Federal Bureau of Investigation | 2 | 1 | 1 | 1 | 2 |
| Marine Corps Intelligence Activity | 1 | 2 | 3 | 1 | 2 |
| Marine Corps Systems Command | 1 | 1 | 1 | 1 | 1 |
| National Geospatial Intelligence Activity | 2 | 2 | 2 | 2 | 1 |
| Office of Naval Intelligence | 0 | 0 | 0 | 0 | 1 |
| Total Civilian | 17 | 17 | 19 | 15 | 19 |
| Male / Female Ratio | 183/15 | 215/19 | 190/22 | 187/26 | 188/24 |
| USMC MOS | 2016 | 2017 | 2018 | 2019 | 2020 |
| Personnel & Admin | 4 | 3 | 8 | 3 | 5 |
| Intelligence | 11 | 7 | 7 | 10 | 9 |
| Infantry | 18 | 20 | 18 | 19 | 15 |
| Special Operations | 0 | 1 | 1 | 1 | 3 |
| Logistics | 4 | 13 | 13 | 8 | 8 |
| Communications | 19 | 7 | 9 | 6 | 9 |
| Field Artillery | 14 | 7 | 7 | 9 | 11 |
| Engineer, Construction, Facilities & Equipment | 1 | 6 | 6 | 4 | 4 |
| Cyberspace Operations | 0 | 0 | 0 | 0 | 1 |
| Tank & Assault Amphibious Vehicle | 3 | 4 | 4 | 2 | 3 |
| Supply Admin & Ops | 4 | 5 | 4 | 5 | 8 |
| Financial Management | 2 | 0 | 1 | 4 | 4 |
| Public Affairs | 0 | 1 | 2 | 2 | |
| Information Operations | 0 | 1 | 0 | 0 | |
| Legal Services | 1 | 1 | 1 | 3 | 4 |
| Communications Strategy | 0 | 0 | 0 | 0 | 1 |
| Military Police | 0 | 2 | 4 | 3 | 2 |
| Aircraft Maintenance | 4 | 0 | 0 | 2 | 0 |
| Aviation Supply | 1 | 0 | 1 | 2 | 6 |
| Air C2 / Defense | 0 | 0 | 3 | 8 | 4 |
| Unmanned Aircraft Systems | 0 | 0 | 0 | 0 | 2 |

| | | | | | |
|------------------------|-----|-----|-----|-----|-----|
| Pilots/NFO | 32 | 24 | 18 | 15 | 10 |
| Acquisition Management | 1 | 0 | 0 | 0 | 0 |
| Sergeant Major/MgySgt | 3 | 2 | 2 | 6 | |
| Total | 122 | 104 | 109 | 112 | 109 |

| International Students | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------|------|------|------|------|------|
| Afghanistan | 0 | 0 | 0 | 0 | 0 |
| Algeria | 1 | 0 | 0 | 0 | 0 |
| Angola | 0 | 0 | 0 | 0 | 0 |
| Argentina | 0 | 0 | 1 | 1 | 1 |
| Australia | 1 | 1 | 1 | 1 | 1 |
| Bahrain | 0 | 0 | 0 | 1 | 1 |
| Botswana | 0 | 0 | 1 | 0 | 0 |
| Brazil | 0 | 0 | 0 | 1 | 1 |
| Bulgaria | 0 | 0 | 0 | 0 | 0 |
| Cameroon | 0 | 1 | 1 | 1 | 1 |
| Canada | 1 | 1 | 1 | 1 | 1 |
| Chile | 0 | 0 | 1 | 0 | 1 |
| Colombia | 0 | 0 | 0 | 1 | 1 |
| Czech Republic | 1 | 1 | 1 | 0 | 0 |
| Djibouti | 1 | 0 | 0 | 0 | 0 |
| Egypt | 1 | 1 | 1 | 1 | 1 |
| France | 1 | 1 | 1 | 1 | 1 |
| Georgia | 1 | 1 | 1 | 1 | 1 |
| Germany | 1 | 1 | 1 | 0 | 0 |
| Hungary | 1 | 0 | 0 | 0 | 0 |
| India | 1 | 1 | 1 | 0 | 0 |
| Indonesia | 1 | 1 | 1 | 1 | 2 |
| Italy | 2 | 2 | 2 | 2 | 2 |
| Jamaica | 0 | 1 | 1 | 0 | 0 |
| Japan | 1 | 1 | 1 | 1 | 1 |
| Jordan | 1 | 1 | 1 | 1 | 1 |
| Korea | 1 | 1 | 1 | 1 | 1 |
| Lebanon | 0 | 0 | 1 | 0 | 0 |
| Kuwait | 1 | 0 | 0 | 1 | 1 |
| Macedonia | 1 | 1 | 0 | 0 | 0 |

| | | | | | |
|------------------------------|----|----|----|----|----|
| Malaysia | 1 | 1 | 1 | 1 | 1 |
| Maldives | 0 | 0 | 0 | 0 | 0 |
| Mexico | 1 | 1 | 1 | 1 | 0 |
| Moldova | 0 | 1 | 0 | 0 | 0 |
| Morocco | 0 | 0 | 0 | 0 | 0 |
| Nepal | 1 | 0 | 0 | 0 | 0 |
| Netherlands | 0 | 1 | 0 | 1 | 1 |
| New Zealand | 1 | 1 | 1 | 1 | 1 |
| Norway | 1 | 1 | 1 | 1 | 1 |
| Pakistan | 1 | 1 | 1 | 0 | 0 |
| Peru | 0 | 1 | 0 | 1 | 0 |
| Philippines | 0 | 1 | 0 | 1 | 0 |
| Romania | 1 | 1 | 1 | 1 | 1 |
| Saudi Arabia | 1 | 0 | 0 | 0 | 1 |
| Singapore | 1 | 1 | 1 | 1 | 0 |
| South Africa | 1 | 0 | 0 | 0 | 0 |
| Spain | 0 | 1 | 0 | 1 | 0 |
| Sri Lanka | 0 | 0 | 0 | 0 | 1 |
| Taiwan | 1 | 1 | 1 | 1 | 1 |
| Ukraine | 1 | 1 | 1 | 0 | 1 |
| United Arab Emirates | 0 | 0 | 1 | 1 | 1 |
| United Kingdom | 1 | 1 | 1 | 1 | 0 |
| Vietnam | 0 | 0 | 1 | 1 | 0 |
| Total International Students | 32 | 32 | 32 | 31 | 30 |

| Command and Staff College Staff/Department Heads | | |
|--|---|--|
| Name | Title | |
| Col Thomas J. Gordon, USMC | Director | |
| Col Matthew P. Neumeyer, USA | Deputy Director/Dean of Students | |
| Dr. Jonathan F. Phillips | Dean of Academics | |
| Dr. Craig A. Swanson | Associate Dean of Academics/Faculty Advisor | |
| Mr. Michael E. Ronza | Deputy Director Academic Operations | |
| LtCol Ronald Rega, USMC | Warfighting Dept Head/Associate Dean | |
| LtCol Bradley S. Pennella, USMC | Leadership Dept Head | |
| Dr. Christopher S. Stowe | War Studies Dept Head /Prof of Military History | |
| Dr. James Joyner | Security Studies Dept Head /Assoc Prof of Strategic Studies | |

Command and Staff College Faculty Advisors and Support Staff

| Name | Title | |
|---------------------------------------|--|--|
| Dr. Anne-Louise Antonoff | Faculty Advisor/Asst Prof of Military History | |
| LtCol Zachariah Anthony, USMC | Faculty Advisor/F/A-18 Pilot | |
| LtCol Paul Armstrong, USA | Faculty Advisor/Infantry Officer | |
| LtCol Eduardo Bitanga, USMC | Faculty Advisor/Infantry Officer | |
| Dr. Jorge Benitez | Faculty Advisor /Asst Prof of International Relations | |
| LtCol Terje Bruoygard, Norwegian Army | Faculty Advisor/Armor Officer | |
| Cdr Tremayne Criner, USN | International Military Officer Coord/Surface Warfare Officer | |
| LtCol Christopher Curtin, USMC | Faculty Advisor/Artillery Officer | |
| LtCol Kevin DeWitt, USMC | Future Plans/Logistics Officer | |
| LtCol Jeffrey Dennis, USAF | Faculty Advisor/A-10 Pilot | |
| Dr. Richard DiNardo | Faculty Advisor/Prof of National Security Affairs | |
| LtCol David Emmel, USMC | Faculty Advisor/Infantry Officer | |
| LtCol Patrick Eldridge, USMC | Faculty Advisor/Artillery Officer | |
| Dr. Matthew Flynn | Faculty Advisor /Prof of Military History | |
| Dr. Paul D. Gelpi | Faculty Advisor /Prof of Military History | |
| LtCol Ken Goedecke, USMC | Faculty Advisor/Artillery Officer | |
| Dr. Jill Goldenziel | Faculty Advisor/Assoc Prof of International Affairs | |
| Dr. J. William Gordon | Faculty Advisor/Prof of National Security Affairs | |
| LtCol Anil Harihan, USAF | Deputy Dept Head,Warfighting/Developmental Engineer | |
| LtCol Donald Harlow, USMC | Faculty Advisor/Ground Supply Officer | |
| LtCol David Hyman, USMC | Faculty Advisor/Military Police | |
| Dr. Craig Hayden | Faculty Advisor/Assoc Prof of Strategic Studies | |
| Maj Michael Jones, USMC | Deputy Dept Head, Leadership/AH-1 Pilot | |
| Cdr Stephen Kelly, USN | Faculty Advisor/Naval Aviator | |
| LtCol Brian McLean, USMC | Faculty Advisor/Air Command & Control | |
| LtCol Daniel Micklis, USMC | Faculty Advisor/Infantry Officer | |

| | | |
|--------------------------|---|--|
| Dr. Claire Metelits | Faculty Advisor/Assoc Prof of Strategic Studies | |
| Dr. Nathan Packard | Faculty Advisor/Asst Prof of Military History | |
| Ms. Keri Pressley | Academic Support | |
| LtCol Gregory Sand, USMC | Faculty Advisor/Electronic Warfare Officer | |
| LtCol Jude Shell, USMC | Faculty Advisor/Intelligence Officer | |
| Dr. Eric Shibuya | Faculty Advisor/Prof of Strategic Studies | |
| Dr. Lon Strauss | Faculty Advisor/Asst Prof of Military History | |
| Dr. Douglas Streusand | Faculty Advisor/Prof of International Relations | |
| Dr. Lynn Tesser | Faculty Advisor/Assoc Prof of Int'l Relations | |
| Dr. Brad Wineman | Faculty Advisor/Prof of Military History | |

2019 CSC AWARDS

Col Franklin Brooke Nihart Award:

Maj Nathan McAndrews, USMC

Col Bevan G. Cass Award:

Maj Josef Wiese, USMC (1st Place)

Maj Eric Winkofsky, USMC (2nd Place)

LtGen John A. Lejeune Award:

Maj Robert Wells, USMC

LtGen Edward W. Snedeker Award:

Maj Scott Caton, USMC

Intelligence Writing Award:

Maj John Larue, USA

Brigadier A.W. Hammet Award:

Maj Maia Baker, New Zealand Army

Streusand-Cooper Writing Award:

Mr. Jonathan PayCheck, Defense Intelligence Agency

Foreign Area Officers Association Award:

Maj Laura Perazzola, USMC; Maj Matthew Richardson, USMC; Mr. Colin Espanet, State Department

Center for Advanced Operational Culture Learning

Maj Maria Harley, USMC

MARINE CORPS SENIOR SERVICE REPRESENTATIVES

The Senior Service Representative (SSR) is the designated representative of the Commandant of the Marine Corps (CMC) to a particular school or institution to ensure matters pertaining to the Marine Corps and its personnel are effectively and properly integrated at other Service schools. The president of Marine Corps University is the SSR's conduit to CMC concerning all matters related to PME policy.

Air University

Maxwell Air Force Base, Montgomery, Alabama

Col Christopher Richie

Eisenhower School for National Security and Resource Strategy

Fort Leslie J. McNair, Washington, DC

Col Phillip Zeman

Joint Advanced Warfighting School

Norfolk, Virginia

Col James Bain

National War College

Fort Leslie J. McNair, Washington, DC

Col Philip M. Pastino

Naval Post-Graduate School

Monterey, California

Col Randolph G. Pugh

U.S. Army Command and General Staff College

Ft Leavenworth, Kansas

LtCol John Knutson

U.S. Army War College

Carlisle Barracks, Pennsylvania

Col Joseph Allena

U.S. Naval War College

Newport, Rhode Island

Col Todd J. Oneto

College of International Security Affairs

Fort Leslie J. McNair, Washington, DC

Col Michael B. Prosser



EXPEDITIONARY WARFARE SCHOOL

MISSION STATEMENT

Expeditionary Warfare School (EWS) educates and trains company grade officers to prepare them mentally, morally, and physically for billets of increased leadership responsibility across the Marine Corps and the Joint Force, with emphasis on the warfighting capabilities of a Marine Air-Ground Task Force operating within a complex and distributed naval expeditionary environment.

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------|--------|--------|--------|--------|--------|
| Total Students | 247 | 248 | 242 | 247 | 226 |
| Class Composition | | | | | |
| USMC | 183 | 182 | 185 | 182 | 164 |
| USMCR | 2 | 3 | 3 | 3 | 3 |
| USA | 21 | 23 | 22 | 23 | 23 |
| USAF | 6 | 6 | 6 | 13 | 12 |
| USN | 15 | 11 | 3 | 6 | 2 |
| International Officers | 22 | 23 | 23 | 20 | 25 |
| Male / Female Ratio | 229/18 | 229/19 | 217/25 | 223/24 | 226/26 |
| USMC/USMCR MOS | 2016 | 2017 | 2018 | 2019 | 2020 |
| Personnel & Admin | 9 | 8 | 7 | 6 | 6 |
| Intelligence | 15 | 15 | 17 | 15 | 13 |
| Infantry | 31 | 32 | 33 | 32 | 21 |
| Logistics | 22 | 17 | 21 | 23 | 21 |
| Command & Control | 17 | 16 | 23 | 19 | 21 |
| Field Artillery | 16 | 16 | 17 | 19 | 11 |
| Engineer | 8 | 10 | 10 | 10 | 7 |
| Supply | 6 | 6 | 5 | 8 | 3 |
| Air C2 | 8 | 12 | 12 | 11 | 12 |

| | | | | | |
|----------------------|----|----|----|----|----|
| Financial Management | 4 | 4 | 5 | 4 | 3 |
| PAO | 0 | 2 | 2 | 1 | 3 |
| Legal | 1 | 0 | 2 | 2 | 5 |
| MP & Corrections | 4 | 3 | 3 | 4 | 5 |
| Aircraft Maintenance | 5 | 5 | 4 | 7 | 7 |
| Tanks & AAV | 5 | 4 | 4 | 4 | 5 |
| Aviation Logistics | 1 | 3 | 6 | 4 | 5 |
| Pilots/NFO | 29 | 29 | 16 | 15 | 14 |
| Other MOS | 0 | 0 | 0 | 0 | 2 |
| UAV | 2 | 0 | 1 | 1 | 0 |

| International Students | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------|------|------|------|------|------|
| Afghanistan | 0 | 0 | 1 | 0 | 0 |
| Argentina | 0 | 0 | 0 | 0 | 0 |
| Bahrain | 1 | 0 | 0 | 0 | 0 |
| Bangladesh | 0 | 0 | 0 | 0 | 0 |
| Belize | 0 | 1 | 0 | 0 | 1 |
| Brazil | 1 | 0 | 1 | 1 | 1 |
| Cameroon | 0 | 1 | 1 | 1 | 1 |
| Canada | 1 | 1 | 1 | 1 | 1 |
| Chile | 0 | 0 | 0 | 0 | 1 |
| Colombia | 0 | 0 | 1 | 1 | 1 |
| Croatia | 0 | 0 | 0 | 0 | 0 |
| Czech | 0 | 0 | 0 | 0 | 0 |
| Djibouti | 1 | 1 | 1 | 0 | 0 |
| El Salvador | 0 | 0 | 0 | 0 | 0 |
| France | 0 | 0 | 0 | 0 | 0 |
| Georgia | 1 | 1 | 1 | 1 | 2 |
| Germany | 1 | 1 | 1 | 0 | 1 |
| Greece | 1 | 0 | 0 | 0 | 1 |
| Hungary | 1 | 0 | 0 | 0 | 0 |
| India | 1 | 1 | 1 | 0 | 0 |
| Indonesia | 1 | 1 | 1 | 2 | 1 |
| Iraq | 0 | 0 | 0 | 0 | 0 |

| | | | | | |
|--------------|----|----|----|----|----|
| Italy | 1 | 2 | 1 | 2 | 2 |
| Jamaica | 0 | 0 | 0 | 0 | 0 |
| Japan | 2 | 2 | 2 | 2 | 2 |
| Jordan | 0 | 1 | 0 | 1 | 1 |
| Korea | 1 | 1 | 1 | 1 | 1 |
| Malaysia | 1 | 0 | 0 | 0 | 1 |
| Mexico | 1 | 1 | 1 | 1 | 1 |
| Morocco | 0 | 0 | 0 | 0 | 0 |
| Mozambique | 0 | 1 | 1 | 0 | 0 |
| Nepal | 0 | 0 | 0 | 0 | 0 |
| Netherlands | 1 | 1 | 0 | 1 | 1 |
| Nigeria | 1 | 0 | 0 | 0 | 0 |
| Norway | 1 | 0 | 1 | 0 | 0 |
| Oman | 0 | 0 | 0 | 0 | 0 |
| Pakistan | 1 | 1 | 1 | 0 | 0 |
| Peru | 0 | 0 | 0 | 0 | 0 |
| Philippines | 1 | 1 | 1 | 1 | 0 |
| Romania | 0 | 0 | 0 | 0 | 0 |
| Saudi Arabia | 0 | 1 | 1 | 1 | 0 |
| Senegal | 0 | 0 | 0 | 0 | 0 |
| Singapore | 0 | 1 | 0 | 1 | 0 |
| Slovakia | 0 | 0 | 0 | 0 | 0 |
| Spain | 0 | 0 | 0 | 1 | 1 |
| Taiwan | 1 | 1 | 1 | 1 | 1 |
| Thailand | 0 | 0 | 0 | 0 | 0 |
| Tunisia | 0 | 0 | 1 | 0 | 1 |
| Turkey | 0 | 0 | 0 | 0 | 0 |
| UAE | 0 | 0 | 0 | 0 | 1 |
| Ukraine | 0 | 0 | 1 | 0 | 1 |
| Venezuela | 0 | 0 | 0 | 0 | 0 |
| Total IMS | 22 | 23 | 23 | 20 | 25 |

| Expeditionary Warfare School Faculty/Staff | | |
|--|-------------------------------------|--|
| Name | Title | |
| Col Kyle B. Ellison | Director | |
| LtCol William D Chesarek Jr. | Deputy Director | |
| Mr. Matthew W. Erickson | Operations Manager | |
| VACANT | Management Assistant OPS | |
| Dr. Kirklin Bateman | Chief Academic Officer | |
| LtCol Jared W. Ledbetter | Chief Instructor | |
| Maj Christopher Nelson | Director of Curriculum Development | |
| Capt Justin C. Platis | Adjutant/Security Manager | |
| Sgt Katie M. Reyes | Administrative Chief | |
| VACANT | Administrative NCO | |
| LCpl Shawn M. Spencer | Administrative Clerk | |
| Mrs. Michelle Amussen | Intl. Mil. Student Spec | |
| MSgt Mechelle Sharpe | Support SNCOIC | |
| Mr. Edward Shelton | Logistics Support Specialist | |
| Sgt Eugene F. Davenport | Warehouse/Training Chief | |
| Sgt Quinten Franks | Supply Admin NCOIC | |
| Mr. DeAndre Bradley | Audio/Visual Information | |
| Dr. Todd T. Holm | Communication Supervisor | |
| Mrs. Rachelle L. Kamrath | Communication Instructor | |
| Mr. Grant Campbell | Communication Instructor | |
| LT Stephen Mossman | CDEV Academic Info Mgmt | |
| LCdr Tammi Ballanger, USN | Senior Naval Instructor | |
| Maj Jeffrey Cummings | MAGTF Ops Afloat | |
| Maj Nick Brunetti | Future Operating Environment | |
| Maj Jane R. Oren | Profession of Arms | |
| Maj Brandon Cooley | Warfighting (Doctrine and Planning) | |
| Maj Blake Jackson | MAGTF Ops Ashore | |
| Maj James P. Rubocki | Faculty Advisor | |
| Maj Joey Williams, USA | Faculty Advisor | |
| Maj Andrew B. Rozic | Faculty Advisor | |
| Maj James Harvey | Faculty Advisor | |

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|-------------------------|-----------------|--|
| Maj Daniel J. O'Connell | Faculty Advisor | |
| Maj Jonathan Walaski | Faculty Advisor | |
| Maj Jerry Peacock | Faculty Advisor | |
| Maj Kevin A. Smith | Faculty Advisor | |
| Maj William Jacob | Faculty Advisor | |
| Maj Lonnie C. Wilson | Faculty Advisor | |
| Maj Joshua N. Anderson | Faculty Advisor | |
| Maj Mark A. Greenlief | Faculty Advisor | |
| Maj Matthew D. Alvis | Faculty Advisor | |
| Maj David Driscoll | Faculty Advisor | |
| Maj Anthony F. Reynolds | Faculty Advisor | |
| Maj Edward Lipositz | Faculty Advisor | |





COLLEGE OF ENLISTED MILITARY EDUCATION

MISSION STATEMENT

The College of Enlisted Military Education (the Enlisted College) provides progressive educational opportunities to improve leadership, sharpen critical thinking skills, and deepen student understanding of warfighting concepts in distributed and joint environments. The goal is to create ethical and highly professional leaders capable of making sound decisions in complex operational situations.

| <i>USMC Active Duty</i> | | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|
| Enrolled Students | 2015 | 2016 | 2017 | 2018 | 2019 |
| Sergeants Course | 3,155 | 4,961 | 5,023 | 4,975 | 3,285* |
| Career Course | 1,597 | 1,374 | 1,438 | 1,500 | 1,486* |
| Advanced Course | 951 | 978 | 1,012 | 1,170 | 913* |
| Senior Enlisted PME Course | 252 | 270 | 259 | 257 | 204* |
| Cornerstone (SgtsMaj) | 101 | 116 | 68 | 90 | 101 |
| Graduates | 2015 | 2016 | 2017 | 2018 | 2019 |
| Sergeants School | 3,028 | 4,776 | 4,979 | 4,925 | 3,229* |
| Career School | 1,522 | 1,338 | 1,431 | 1,479 | 1,465* |
| Advanced School | 931 | 958 | 1003 | 1,166 | 905* |
| Senior Enlisted PME Course | 251 | 270 | 206 | 256 | 204* |
| Cornerstone (SgtsMaj) | 101 | 116 | 68 | 90 | 101 |
| <i>USMC Reserve Schools</i> | | | | | |
| Enrolled Students | 2015 | 2016 | 2017 | 2018 | 2019 |
| Sergeants School | 156 | 250 | 268 | 392 | 550* |

| | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|
| Career School | 177 | 244 | 178 | 193 | 172 |
| Advanced School | 96 | 96 | 105 | 111 | 107 |
| Graduates | | | | | |
| | 2015 | 2016 | 2017 | 2018 | 2019 |
| Sergeants School | 156 | 235 | 268 | 392 | 549* |
| Career School | 176 | 239 | 178 | 193 | 170 |
| Advanced School | 96 | 94 | 103 | 111 | 107 |
| *Data current as of 16 August 2019, schools run through the end of September 2019. | | | | | |

| Enlisted College Key Personnel | | |
|--------------------------------|-------------------------------------|--|
| Name | Title | |
| Vacant | Director, CEME | |
| Mr. Blake M. Wilson | Deputy Director, CEME | |
| Mr. James J. Cohn | Dean of Academics | |
| Capt Angela Moody | Education Officer | |
| Mr. Troy Morton | Associate Dean of Academics | |
| MGySgt Douglas K. Kummings | Reserve PME Senior Enlisted Advisor | |
| GySgt David E. Spurling | Operations Chief | |
| GySgt Mitchell T. Brown | Faculty Advisor Course Coordinator | |
| Mr. Ronald L. Pettigrew | Institutional Effectiveness Officer | |
| Mr. Phillip R. Gibbons | Learning Analyst | |
| MSgt Jeffrey S. Helker | Curriculum Development, SNCOIC | |
| GySgt Kenneth E. Lutch | Enlisted Schools Coordinator | |
| SgtMaj Eric E. Cayson | Director, Senior Enlisted Academy | |
| SgtMaj Christopher L. Griffith | Director, SNCOA Quantico | |
| SgtMaj Dylan W. Goldman | Director, SNCOA Lejeune | |
| SgtMaj Jason E. Haney | Director, SNCOA Pendleton | |
| SgtMaj Michael S. Payne | Director, SNCOA Okinawa | |
| 1stSgt Alejandro Garcia | Director, Twentynine Palms | |
| 1stSgt Leon S. Parker | Director, SNCOA Hawaii | |



COLLEGE OF DISTANCE EDUCATION AND TRAINING

MISSION STATEMENT

Design, develop, deliver, evaluate, manage and resource distance learning programs and products across the Marine Corps Training and Education Continuum to increase operational readiness.

PROGRAMS

All CDET PME programs are derived from and parallel to MCU resident curriculum. Each program carries with it the same mission and learning outcomes of its resident counterpart program with some minor exceptions.

The Enlisted College Distance Education Program (ECDEP) consists of five major courses that have been developed and placed on MarineNet. They are Leading Marines for Lance Corporals, the Corporals Course, and electronic prework courses for the Sergeants School, the Career School for Staff Sergeants, and the Advanced School for Gunnery Sergeants. The Sergeants School Seminar Program (SSSP), Career School Seminar Program (CSSP), and the Advanced School Seminar program (ASSP) all provide additional opportunities for sergeants through gunnery sergeants, total force, to complete PME for grade when unable to attend the resident Staff NCO Academy.

The Expeditionary Warfare School Distance Education Program (EWSDEP) is a career-level PME program primarily designed for captains and chief warrant officer 3s (CWO3) who are unable to attend resident EWS. It provides one major course online as self-study followed by three major courses taken by onsite seminar. Online seminars are only offered on a case-by-case basis. The program is designed to be completed in two years, while the blended seminar program can be completed in one year at Quantico; Camp Pendleton, CA; Camp Lejeune, NC; Camp Butler, Okinawa; and MCB Hawaii. Master's degree credits are also offered in certain disciplines by civilian university partners.

The Command and Staff College Distance Education Program (CSCDEP) is an intermediate-level, JPME Phase I accredited program primarily designed for majors and CWO4s. It provides onsite, weekend, online, and blended seminars to those officers who are unable to attend resident CSC. The program is designed to be completed in two years, although the blended seminar program can be completed in one year at Quantico; Camp Pendleton, CA; and Camp Lejeune, NC. Master's degree credits are also offered in certain disciplines by civilian university partners.

Relatively new to CDET is its Continuing Education Program (CEP), which has slowly evolved during the past year. The goal of this program is to export the unique scholarly and experiential talent resident within the Marine Corps University through an offering of online elective courses, videos, and staff rides to fill the learning gaps between formal PME programs. In time, the CEP will build a portfolio of online, facilitated elective courses; videos within MarineNet Video

Services; and battlefield staff ride material relevant to all Marines in the operational forces and supporting establishment. Some electives will be more scholarly focused while others may be based upon selected books from the Commandant's Professional Reading List (CPRL). Videos will vary from the MCU's various lecture series to lectures and talks from prominent military and civilian leaders and scholars.

CDET also has a significant training mission that is accomplished by its Digital Content Department staffed to design, develop, deliver, and manage courseware, job aids, mobile content, and a variety of digital content to support Training and Education Command's distance learning training needs. Simply put, CDET provides the premier of Marine Corps distance learning through the use of MarineNet. Last year alone yielded 5 million course enrollments and more than 4 million course completions.

| | | | | | | |
|------------------------|------|------|------|------|------|------|
| EWSDEP Completions | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Total Students | 1460 | 491 | 716 | 866 | 862 | 852 |
| USMC | 1441 | 478 | 702 | 852 | 856 | 848 |
| USA | 7 | 2 | 3 | 4 | 1 | 0 |
| USAF | 4 | 3 | 2 | 1 | 3 | 2 |
| USN | 3 | 1 | 3 | 3 | 1 | 1 |
| USCG | 0 | 0 | 0 | 0 | 0 | 0 |
| NATIONAL GUARD | 0 | 0 | 0 | 1 | 0 | 0 |
| OSD | 0 | 0 | 0 | 0 | 0 | 0 |
| International Officers | 5 | 7 | 6 | 5 | 1 | 1 |
| Civilian | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | |
| CSCDEP Completions | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Total Students | 713 | 710 | 686 | 604 | 640 | 610 |
| USMC | 618 | 602 | 599 | 538 | 587 | 548 |
| USA | 6 | 9 | 5 | 1 | 2 | 4 |
| USAF | 21 | 24 | 10 | 9 | 7 | 4 |
| USN | 40 | 50 | 33 | 26 | 22 | 21 |
| USCG | 3 | 2 | 4 | 4 | 2 | 1 |
| NATIONAL GUARD | 0 | 1 | 0 | 0 | 0 | 1 |
| OSD | 2 | 0 | 0 | 0 | 0 | 2 |
| Civilian | 0 | 1 | 0 | 0 | 0 | 29 |
| International Officers | 23 | 21 | 35 | 26 | 28 | 0 |
| | | | | | | |

| ECDEP Completions | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|----------------------------------|--------|--------|--------|--------|--------|--------|
| Total Students | 50,502 | 69,379 | 67,460 | 65,259 | 77,456 | 71,787 |
| Program | | | | | | |
| Leading Marines (MarineNet) | 30,816 | 39,038 | 27,104 | 29,925 | 35,656 | 32,344 |
| Corporals Course (MN) | 16,513 | 20,849 | 27,198 | 20,179 | 24,920 | 22,559 |
| Sergeants School (MN) pre-work | 1,679 | 6,382 | 8,666 | 7,523 | 7,938 | 7,562 |
| Sergeants School Seminar Program | - | - | - | 12 | 881 | 1,254 |
| Career School (MN) prework | 687 | 1,996 | 2,700 | 4,553 | 4,298 | 3,682 |
| Career School Seminar Program | - | 63 | 739 | 1,686 | 1,504 | 1,379 |
| Advanced School (MN) prework | 807 | 1,114 | 1,053 | 1,381 | 2,095 | 2,275 |
| Advanced School Seminar Program | - | - | - | - | 164 | 732 |

| Principal Faculty and Staff | | |
|-----------------------------|---|--|
| Name | Title | |
| Mr. Terence Kerrigan | Director | |
| Mr. Scott Nelson | Deputy Director | |
| Mr. Will Kirkbride | Head, Operations | |
| Mr. Larry Smith | Technical Director | |
| Mr. Ryan Bair | Head, Digital Content Development | |
| Dr. John Hemleben | Dean of Academics | |
| Mr. John Brush | OPME Faculty Development Coordinator | |
| Mr. Keith Carroll | EPME Faculty Development Coordinator | |
| Mr. Mark Mitchell | Head, Institutional Research | |
| Mr. Steve O'Dell | Head, Student Support/OCONUS Regional Dir | |
| CEP | | |
| LtCol Brian Taylor | Associate Dean, CEP/Head, CSCBSP Quantico | |
| Ms. Kelly Brown | Portfolio Manager | |
| Mr. Wade Brown | Portfolio Manager | |
| Mr. Russ Evans | Portfolio Manager | |
| Mr. Travis Wakeman | Portfolio Manager | |
| ECDEP | | |

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|------------------------------|---------------------------------------|--|
| Mr. Tim Devlin | Associate Dean, ECDEP | |
| Mr. Jeff Mahalak | Associate Dean, ECDEP | |
| Mr. Mike Streib | Course Director | |
| Mr. Brice Sayer | Course Director | |
| Mr. Mauricio Velasquez | Course Director | |
| MSgt Carl Phillips | Course Director | |
| GySgt John Deslauriers | Course Director | |
| EWSDEP | | |
| Mr. Stuart Weinstein | Associate Dean, EWSDEP | |
| Mr. Bill Hamlin | Course Director | |
| Mr. Kent Galvin | Course Director | |
| Mr. Pete Baumgarten | Course Director | |
| Mr. Sean Griffin | IMSO/Course Developer | |
| Mr. Steve Wallace | Course Director/Head, EWSBSP Quantico | |
| CSCDEP | | |
| Mr. Dennis Haskin | Associate Dean, CSCDEP | |
| LtCol Jared Duff | Course Director | |
| Mr. Dennis Funderburke | Course Director | |
| Mr. Brad Coppock | Course Director | |
| Mr. Brad Gerstbrein | Course Director | |
| Mr. Shawn Callahan | Course Director | |
| Mr. Nick Vuckovich | Course Director | |
| Mr. Dave Major | Course Director | |
| Mr. Mark Wakeman | Course Director | |
| Mr. Scott Erdelatz | Course Director | |
| Camp Lejeune Regional Campus | | |
| Mr. Mark Riccio | Regional Director | |
| Mr. Jon Bradley | Regional Chief Instructor CSCDEP | |
| Mr. Jim Parrington | Regional Chief Instructor EWSDEP | |

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|---------------------|---------------------------------|--|
| Mr. Tim Weber | Regional Chief Instructor ECDEP | |
| Dr. John Strong | Regional Chief Instructor ECDEP | |
| LtCol Brian LaPoint | Head, BSP Camp Lejeune Region | |

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| Camp Pendleton Regional Campus | | |
|--------------------------------|--|--|

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|-----------------------|----------------------------------|--|
| Mr. Jeff Willis | Regional Director | |
| Mr. Jack Hall | Regional Chief Instructor CSCDEP | |
| Mr. Jim Woulfe | Regional Chief Instructor EWSDEP | |
| Mr. Harrison Tanksley | Regional Chief Instructor ECDEP | |
| Mr. Robert Hightower | Regional Chief Instructor ECDEP | |
| LtCol Ed Silva | Head, BSP Camp Pendleton Region | |

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| Fort Worth Regional Campus | | |
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|--------------------|----------------------------------|--|
| Mr. Mike Maciel | Regional Director | |
| Mr. John Brush | Regional Chief Instructor CSCDEP | |
| Mr. Patrick Towey | Regional Chief Instructor EWSDEP | |
| Mr. Kelvin Jackson | Regional Chief Instructor ECDEP | |

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|------------------------|--|--|
| Hawaii Regional Campus | | |
|------------------------|--|--|

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|--------------------|----------------------------------|--|
| Mr. Cos Spofford | Regional Director | |
| Mr. T.C. Brady | Regional Chief Instructor CSCDEP | |
| Mr. Nathan Nastase | Regional Chief Instructor EWSDEP | |
| Mr. Juan Williams | Regional Chief Instructor ECDEP | |
| Mr. Jim Werth | Head, EWSBSP Hawaii Region | |

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| Okinawa Regional Campus | | |
|-------------------------|--|--|

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|-----------------------|--|--|
| Mr. Chet Jolley | Regional Director | |
| Mr. Rufino Gomez | Regional Chief Instructor CSCDEP | |
| Mr. William Thompson | Regional Chief Instructor EWSDEP/ECDEP | |
| LtCol Eric Williamson | Head, BSP Okinawa Region | |

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| Quantico Regional Campus | | |
|--------------------------|--|--|

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|---------------------|----------------------------------|--|
| Mr. Mark Shigley | Regional Director | |
| Mr. John Sondermann | Regional Chief Instructor CSCDEP | |
| Mr. Jim Kelley | Regional Chief Instructor EWSDEP | |
| Mr. Gary Smith | Regional Chief Instructor ECDEP | |

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|---------------------------|--|--|
| Pensacola Regional Campus | | |
|---------------------------|--|--|

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|----------------|-------------------|--|
| Mr. Art Adkins | Regional Director | |
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|-------------------------|---|--|
| Mr. James Docherty | Regional Chief Instructor CSCDEP/EWSDEP | |
| Mr. Chris Marvin | Regional Chief Instructor ECDEP | |
| Miramar Regional Campus | | |
| Mr. Conrad (Gary) Dahl | Regional Director | |
| Mr. Trey McGriff | Regional Chief Instructor CSCDEP | |
| Mr. John Duvall | Regional Chief Instructor EWSDEP | |
| Mr. Sylvester Daniels | Regional Chief Instructor ECDEP | |
| Mr. Pat Tracy | Regional Chief Instructor ECDEP | |





CENTER FOR ADVANCED OPERATIONAL CULTURE LEARNING

MISSION STATEMENT

CAOCL is the central Marine Corps agency charged with ensuring the Marine Corps is globally prepared, regionally focused, and effective at navigating and influencing culturally complex operating environments and relationships in support of USMC missions and requirements. To accomplish its mission, CAOCL designs, delivers, and manages programming throughout the education and training continuum; conducts research and assessments; and provides scientific, policy, and subject matter advising. It also serves as one of the three proponents for language, regional expertise, and culture (LREC)-related doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) issues throughout the Marine Corps as directed by the LREC Operational Advisory Group (OAG) Charter and the *Marine Corps LREC Strategy*.

CAOCL's educational, training, scientific, policy, and subject matter expertise supports all levels of the organization—organizational, programmatic, unit, and individual. Its efforts are organized along four lines of operation: education, deployment support activities, research and scientific advising, and institutionalization efforts.

EDUCATION

CAOCL has two principal education activities: (1) educational programming and support to Marine Corps University (MCU) and the broader USMC and DOD communities and (2) the Regional, Culture, and Language Familiarization (RCLF) Program. CAOCL's education activities are organized along three conceptual lines: culture-general concepts and skills, region- and culture-specific knowledge, and foreign language skills. Culture-general refers to concepts and skills that can be employed in any area of operations. Region- and culture-specific entails those unique aspects of cultures within and regional dynamics across the Combatant Commands. Language familiarization focuses on tactical phrases in key languages necessary to promote operational effectiveness. These three conceptual lines are complementary and provide Marines the tools they need to navigate the cultural complexities of contemporary operating environments, mission sets, and relationships.

EDUCATIONAL PROGRAMMING AND SUPPORT

CAOCL provides educational programming and support to MCU and other Marine Corps formal schools and entities within the supporting establishment and the broader DOD community. CAOCL's professor of military cross-cultural competence works with the university leadership to integrate culture concepts and skills into curricula across the schools and institutional policies, programs, and activities. CAOCL educators provide core courses, electives, faculty development opportunities, brown bag lectures, and student mentoring and advising. In AY17–18, CAOCL provided educational support to the following organizations:

In AY18–19, CAOCL provided educational support to the following organizations:

| | |
|-------------------------------------|---|
| CDET | Naval Postgraduate School |
| Cornerstone Course | Naval War College |
| CSC | SAW |
| CSC DEP | SEPME |
| EWS | Sergeants Course |
| EWTGLANT | Sexual Assault Victim’s Advocate Course & Annual Training |
| Joint Special Operations University | SNCOA – USMC Installations |
| MARSOC | State Department Foreign Service Institute |
| MCCDC | The Basic School |
| MCIOC | Uniformed Services University of Health Sciences |
| MCWAR | U.S. Army Command and General Staff College |
| MCWL | Walter Reed Army Institute of Research |
| MIG | |

CAOCL’s regional and cultural experts provide content and assessment support for various MCU exercises and panels. Additionally, these experts provide region- and culture-specific specialized briefings and lectures to MCU schools and other Marine Corps schools and units within the supporting establishment.

CAOCL participates in MCU’s broader intellectual activities as well, such as contributing to the Middle East Studies’ Lecture Series and authoring publications and peer reviews for Marine Corps University Press. Lastly, CAOCL provides educational and scientific expertise to initiatives across all components of the university and to university-wide initiatives such as strategy development.

THE RCLF PROGRAM

CAOCL develops, executes, and manages the RCLF Program. This total force initiative is the Marine Corps’ distance learning program that instills, develops, and sustains foundational region and culture capabilities in our career Marines. The end state of this program is to provide an LREC capability and to enhance cross-cultural competence within the general purpose force. Sergeants and above (officer and enlisted) are required to complete the rank-associated RCLF blocks of instruction on MarineNet to be considered PME complete for grade.

As Marines advance through their careers, they reflect on and deepen their learning about their assigned region and the world while honing their understanding of culture-general concepts and skills. The RCLF education continuum

encompasses a foundation to operational culture, its considerations in tactical scenarios, the impact of culture on military operations, and the implications of operational culture on planning. It is designed to ensure Marines are globally prepared and regionally focused to effectively navigate culturally complex operating environments and relationships.

The RCLF Program was reviewed by the American Council on Education in June 2017, and Marines who complete RCLF can receive six college credits (three semester hours in the lower-division baccalaureate/associates category in global and cultural awareness and three semester hours in the upper-division baccalaureate degree category in intercultural communication). Additionally, RCLF completion will now be briefed in FY22 promotion boards as a factor in determining the best and most fully qualified.

Deployment Support Activities

CAOCL's deployment support activities offer a full range of support throughout the deployment cycle to ensure Marine units are ready and able for both planned and unexpected missions. The principal activity in this area is CAOCL's pre-deployment LREC training program. The training curricula provide a foundation in culture general concepts and skills through CAOCL's Apply Culture Knowledge and Skills Program of Instruction (POI). Planning staffs benefit from the LREC in Planning POI designed to incorporate cultural knowledge into plans and operations. The training program augments these culture general concepts and skills with region- and culture-specific knowledge and mission-oriented language predeployment capability. CAOCL training solutions range from short briefings to multi-week classes that are tailored to meet unit mission requirements. CAOCL also offers cognitive dimension culture classes designed for information environment operations practitioners and staff planners. CAOCL assists units with unit training management planning, mapping mission essential tasks to LREC individual and collective training events found in the *Security Cooperation/Language Regional Expertise and Culture Training and Readiness Manual* (NAVMC 3500.59C), and coordinating for LREC training and deployment support.

CAOCL designs and publishes operational aids, such as culture field guides and tactical phrase cards, to support deploying units. Additionally, CAOCL provides predeployment exercise culture assessments to assist unit commanders in evaluating unit readiness for deployment by working with them to define unit readiness indicators in CAOCL's sphere of influence, assess unit performance in applied culture-specific learning, and provide feedback to the deploying unit. CAOCL also provides cultural SME support to exercise design and scenario development and to assist with the practical employment of role players in exercises. Additionally, CAOCL provides operational support and cultural advising in theater on both short- and long-term rotations and a reach-back capability for deployed units. In AY18–19, CAOCL conducted almost 875 instructional events touching thousands of Marines as well as joint and coalition partners.

Research and Scientific Advising

CAOCL houses the Translational Research Group (TRG). TRG conducts social and behavioral science research with a focus on field methods in support of CAOCL, MCU, and the broader Marine Corps. The group focuses on two areas of inquiry: (1) problems, programs, and organizations in the supporting establishment; and (2) assessment of CAOCL and broader MCU programs and initiatives. TRG also provides scientific advising for problem framing, red teaming, vetting research proposals and claims, futures, and science and technology processes.

In AY18–19, TRG continued its scientific advising to multiple efforts including the Marine Corps response to the Marines United social media misconduct and the pursuit of sponsored research at MCU. TRG had several ongoing research efforts including an assessment collaboration with 7th Marine Regiment, a project on Marine Corps organizational culture requested by Manpower and Reserve Affairs, and a review of professional education literatures to draw themes or lessons from these literatures in specific application to PME and other military learning endeavors.

Institutionalization

CAOCL institutionalization mission is focused in two areas, both of which support and are supported by other organiza-

tional activities. The first focuses on the formal incorporation of LREC capability and concepts into Marine Corps, Joint, and DOD concepts, processes, doctrine, and policies. Work includes, but is not limited to, advocating for LREC in the Marine Corps Collective Baseline Assessment process, supporting the LREC Operational Advisory Group, working with the advocate and proponents during the execution of the *Marine Corps LREC Strategy*, ensuring LREC is consistently represented in service and joint doctrine, establishing training standards, supporting the Marine Corps designated senior language authority, and participating in other integration activities across the DOTMLPF combat development pillars.

The second focuses on the relationships and capabilities needed to ensure the Marine Corps has enduring access to the social and behavioral science expertise and information it needs to sustain LREC capability during the coming decades. Activities in this track include, but are not limited to, engagement with scientific and academic institutions and professional associations as well as research and advising to support the Marine Corps' capacity to effectively select, vet, and leverage expertise and claims in the social and behavioral sciences.

Broadening the Aperture

CAOCL's education, training, institutional, and scientific work support a wide range of Marine Corps concepts and capabilities. CAOCL has long supported the LREC aspects of irregular warfare, network engagement, information environment operations, and operational planning. As concepts emerge, CAOCL works with proponents to ensure the human aspects of operations are addressed in ways that are both scientifically sound and operationally relevant. Recent examples of work with emerging concepts include metacognition, the cognitive domain, the continuum of conflict, and expeditionary advanced base operations.

In addition to supporting concept development and implementation, CAOCL makes full use of its scientific capability in support of Marine Corps requirements. In particular, CAOCL works to identify the cognitive and metacognitive capabilities that can improve Marines' ability to think and decide effectively in the increasingly complex security environments they face.

Resources

In AY18-19, CAOCL expanded the range of resources available to the Marine Corps and the broader DOD LREC community with its CAOCL Tool Kit and such publications as TRG's Book Digest Series and the RCLF Minutes. CAOCL also started a newsletter to keep the broader PME community abreast of CAOCL's diverse activities. CAOCL continued to produce videos and podcasts and issued a report from its PME in the Professional Educational Landscape Project. Resources are available from CAOCL and in several other distribution venues, including the MCU website, DTIC, MarineNet, and MilSuite.

Official website: <https://www.usmcm.edu/CAOCL/>

MarineNet: <https://www.marinenet.usmc.mil/MarineNet/Default.aspx>

CAOCL's MilSuite page: <https://www.milsuite.mil/book/community/spaces/caocl>



CAOCL's education, training, and other support activities provide capability to tens of thousands of Marines each year. Detailed metrics are available by contacting CAOCL's main office.

| Principal Staff | | |
|----------------------------|---|-------------------|
| Name | Title | |
| Mr. George Dallas | Director | |
| Dr. Kerry Fosher | Director of Research | |
| Dr. Lauren Mackenzie | Professor of Military Cross-Cultural Competence | |
| Maj Justin Moeykens, USMC | Operations Officer | |
| Maj Timothy Fretwell, USMC | Education Officer/RCLF Officer | |
| Mr. Sam Middleton | Operational Culture/Language Training Coordinator | |
| Maj Chris Morton, USMC | Current Operations Officer | |
| Maj Calleen Kinney, USMC | Plans & Policy Officer/COR | |
| CAOCL Contact Information | | |
| 703.432.1504 | caocladmin@usmc.mil | 2076 South Street |





COMMANDANT OF THE MARINE CORPS FELLOWS, FOREIGN PROFESSIONAL MILITARY EDUCATION, AND THE OLMSTED SCHOLAR PROGRAM

MISSION STATEMENT

The commanding general, Education Command, and president of the Marine Corps University directs CMC Fellows, Foreign PME Students, and Olmsted Scholars on behalf of the Commandant. Each program offers selected Marine officers unique developmental experiences. The deputy commandant, Manpower and Reserve Affairs, selects or screens for all programs except as noted. Once selected, participants come under operational control of the CG EDCOM/president MCU.

More detailed information is available by contacting the program director at MCU, Colonel Mike Cooper (Ret) at (703) 432.0696; DSN 378.0696; michael.g.cooper2@usmc.mil or michael.cooper@usmcu.edu.

FELLOWS

CMC Fellows and CMC National Fellows are selected annually via the top level school or Commandant's Professional Intermediate Board selection processes under purview of DC, M&RA. Senior CMC Fellows are post-TLS assignments coordinated by MMOA. Fellows are assigned for 10–12 months to academic institutions, businesses/corporations, the interagency, or policy think tanks where they interface with other military fellows, academics, and government or corporate/political leaders. Developmental opportunities span strategic, national, and international relations as the fellows represent the Department of Defense, generally, and the CMC/Marine Corps, specifically, in various forums. Locations and fellows for AY2019–20 are:

| CMC Fellowship | AY 19–20 Fellow |
|--|--------------------------------------|
| Council on Foreign Relations, New York, NY ¹ | Col Michael A. Brooks/8041/0370 |
| Brookings Institution, Washington, DC ² | Col Eric A. Reid/8041/0302 |
| Center for a New American Security, Washington, DC ² | Col Daniel J. Skuce/8041/0802 |
| Center for Strategic and International Studies, Washington, DC ² | Col Brian T. Mulvihill/8041/0302 |
| The Atlantic Council, Washington, DC ² | Col E. Keith Couch/8042/7509 |
| School of Advanced International Studies (SAIS), Johns Hopkins University, Washington, DC ³ | LtCol Joseph E. Moyer/0402/9702/0570 |
| JFK School of Government, Harvard University, Boston, MA | LtCol Benjamin J. Grass/0202 |
| Hoover Institution, Stanford University, Palo Alto, CA | LtCol Warren C. Cook Jr./0302 |

| | |
|---|---------------------------------------|
| MIT Security Studies Program, Cambridge, MA | LtCol Jonathan L. Riggs/0302 |
| MIT Lincoln Labs, Cambridge, MA ⁷ | LtCol Francisco A. Caceres/0602 |
| International Security Studies, Yale University, New Haven, CT | LtCol James W. Eagan III/0370 |
| Fletcher School, Tufts University, Medford, MA (ILS) ³ | Maj Ralia R. Bouska/0202 |
| Logistics Fellow, Penn State University (TLS) ³ | LtCol Matthew D. Bain/0402 |
| Logistics Fellow, Penn State University (ILS) ³ | Maj Jason C. Schneider/0402/8844 |
| United States Institute of Peace (USIP), Washington DC | Not filled this year. |
| Department of State, Washington, DC | LtCol Jonathan H. Vaughn/4402 |
| Department of Justice, Washington, DC | LtCol Joseph E. Galvin/4402 |
| United States Agency for International Development (USAID) | LtCol Marlin D. Williams/7557 |
| Department of Homeland Security, Washington, DC | LtCol Andrew T. Paynter/6602 |
| Department of Homeland Security, Washington, DC ⁴ | LtCol Eugene E. Burrell Jr./0402/0477 |
| Secretary of Defense Executive Fellow (Honeywell Aerospace, Phoenix, AZ) ⁵ | LtCol Thomas F. Dono/8061 |
| Secretary of Defense Executive Fellow (Insitu, Bingen, WA) ⁵ | LtCol Luke T. Watson/6602/0402 |
| Secretary of Defense Executive Fellow (Shell Oil, Houston, TX) ⁵ | LtCol Alex J. Ramthun/8059/7509/7502 |
| U.S. Chamber of Commerce, Washington, DC (ILS) ⁶ | Maj Joshua H. Weiland/7588 |
| Office of Foreign Disaster Assistance (OFDA), Washington, DC (ILS) ⁶ | Maj David J. Palka/0802 |
| Office of Foreign Disaster Assistance (OFDA), Washington, DC (ILS) ^{4,6} | Maj Andrew T. Bauer/0802/0530/0535 |
| FedEx Express, Memphis, TN (ILS) ⁶ | Maj Lamont D. Wilson/6602 |
| Morgan Stanley/Cyber, New York, NY (ILS) ⁶ | Maj Joshua W. Connors/0602 |
| Defense Advanced Research Projects Agency (DARPA), Arlington, VA ⁷ | Maj Alan J. Bock/0802 |

¹Senior CMC Fellow, nominated by the CMC and selected by the Council on Foreign Relations

²Senior CMC Fellow

³Fellowship leads to a master's degree

⁴USMCR Assignment

⁵SecDefExecutiveFellows; corporation assignments change annually

⁶CMC National Fellow

⁷New Fellowship, AY 2019–20

Foreign PME

Officers are selected for a foreign PME assignment from the top level school (TLS) or Commandant's Professional Intermediate Board (CPIB/ILS) processes conducted by the deputy commandant, M&RA. Foreign PME provides a unique opportunity to learn of the peoples, mores, cultures, and a variety of perspectives on strategic and international issues. Foreign PME students for AY 2019–20 are indicated below. School dates run from the summer to the following summer unless otherwise indicated.

| Foreign Professional Military Education (TLS) | |
|--|--|
| School/College | Fills |
| Argentine Defense School (Jan–Dec) (every 4 years) | LtCol Eric D. Purcell/7566 (Jan-Dec 2020) |
| Australian Defence College (Jan – Dec) (every 4 years) | Next fill: AY20–21 |
| Indian National Defence College (every 4 years) | Col Paul F. Meagher/4402 (Jan-Dec 2020) |
| Inter-American Defense College, Ft McNair (annual) | LtCol Anthony G. Krockel/7532 |
| Israeli National Defense College (annual) | LtCol Michael S. Smith/0370 |
| Japan, National Institute for Defense Studies (biennial) | Next Fill: AY 2020-21 |
| NATO Defense College (2 per year/6 month course) | LtCol Michael W. McKenney/7509 and *Col Robert P. Heffner (Sep 2019–Feb 2020), LtCol Sean P. Carroll/ 0302 (Feb –Jun 2020) |
| Pakistan National Defence University (every 4 years) | Next Fill: AY 2022-23 |
| UK-Royal College of Defence Studies (biennial) | Next Fill: AY 2020-21 |
| Foreign Professional Education: Intermediate Level Schools | |
| Argentine Naval Command and Staff (biennial) | Maj Brent L. Kershaw/1302 (Dec 2018–Dec 2019) |
| Australian Joint Command and Staff (annual) | Maj Sean P. Day/0402 (Jan–Dec 2019), Maj Jared L. Reddinger/ 0302 (Jan–Dec 2020) |
| Brazilian Naval Command and Staff (biennial) | Maj Craig A. Towles/ 0602 (Oct 2019–Dec 2020) |
| Royal Brunei Command and Staff (every 4 years) | Next Fill AY 2020–21 (Feb–Dec 2021) |
| Canadian Joint Command and Staff (annual) | Maj Nicholas M. Culver/7557 |
| French Command and Staff College (annual) | Maj Jonathan I. Chaiken/7565 (Dec 2018–Jun 2020) |
| Japanese Command and Staff College (annual) | Maj Paul G. Harris/0402 (Dec 2018–Mar 2020), Maj Anthony L. LaVista/7565 (Dec 2018–Mar 2020) |
| New Zealand Joint Staff College (every 4 years) (Mar – Dec) | Maj Alexander N. Abate/0302 (Jan–Dec 2020) |
| Norwegian Command and Staff College (annual) | Maj Mary E. LeValley/0102 (May 2019–Jun 2020), Maj Nathan T. Rasmussen/7202 (May 2020–Jun 2021) |
| Korean Joint War College (C&S) (annual) | Maj Brendan R. Neagle/0302 (Jan–Dec 2019), Maj Henok S. Hall/0602 (Jan–Dec 2020) |
| Spanish Joint Command and Staff College (biennial) | Maj John L. Belsha/7525 (Jun 2020–Jun 2021) |
| UK, Advanced Command and Staff Course (annual) | Maj Todd A. Hoyt/0402 |
| Western Hemisphere Institute for Security Cooperation (annual) | Maj Edward B. Gonzales/0302, *Maj Ismael Lara |
| * USMCR | |

Olmsted Scholars

The George and Carol Olmsted Foundation annually provides highly qualified officers and their families an opportunity for leadership and cultural development while immersed in a foreign culture. Following foreign language training, a scholar spends approximately two years in the assigned country and takes graduate studies at an international civilian university. Applicants are screened the DC, M&RA (MMOA-3) and selected by the Olmsted Foundation. Current scholars and their assignments are listed below.

| Location | Olmsted Scholar | Years In-Country |
|-----------------------|--------------------------------------|------------------|
| Xiamen, China | Capt William A. Dougherty/0302 | 2018–20 |
| Sofia, Bulgaria | Maj Ryan D. McGonigle/7566 | 2018–20 |
| Berlin, Germany | Maj (sel) Christopher A. Smith/ 7588 | 2018–20 |
| Ljubljana, Slovenia | Maj Christopher N. Hart/7565 | 2019–21 |
| Bogotá, Colombia | Maj Patrick A. Schrafft/0802 | 2019–21 |
| Tel Aviv, Israel | Maj Robert K. Wallace/0302 | 2019–21 |
| Florianópolis, Brazil | Capt Michael J. McHugh/3002 | 2020–22 |
| Shenyang, China | Capt Jonathan M. Parker/0302 | 2020–22 |
| Muscat, Oman | Capt Colton J. Oviatt/0302 | 2020–22 |



LEJEUNE LEADERSHIP INSTITUTE

MISSION STATEMENT

The Lejeune Leadership Institute (LLI) develops leadership training, education and policies to facilitate the development of ethical leaders firmly rooted in Marine Corps heritage of selfless service, core values, and warfighting excellence. To achieve this, LLI proposes new ideas and provides training and education in the areas of leadership and ethics within Marine Corps University and throughout the total force. LLI also facilitates leadership training and education for both uniformed and civilian leaders.

LLI's vision is to be the Marine Corps' premier institute in the areas of leadership and ethics so that its leaders are prepared to thrive in an evolving and complex world.

Cornerstone Program

(formally the Commandant's Commanders Program and Spouses Workshop)

The Commandant of the Marine Corps established the Commanders' Program in 1993 to better prepare commanders for the challenges of command. All colonels and lieutenant colonels slated for command are required to attend the program prior to assuming command or shortly thereafter. The 10-day program is offered twice per calendar year and is focused on the art of command as well as providing information on current USMC policies and programs. The program also includes a five-day Spouses' Workshop that is designed to provide the commanders' spouses information on the programs and support assets available to them as well as enhance the skills necessary to assist them in their role.

In 2013, the president of Marine Corps University, under the guidance of the Commandant and Sergeant Major of the Marine Corps, established a formal education requirement for all newly selected sergeants major. The course was designed to educate senior enlisted leaders on the fundamental authorities, responsibilities, programs, and practices of a BN/SQD level sergeant major that contributes to a successful command.

In 2015, the Sergeants Major Course was embedded into the Commanders' Program, creating the program name change to Cornerstone. Commanders and sergeants major receive a series of presentations given by the various deputy commandants of the Marine Corps, selected HQMC program directors, and distinguished senior leadership of the armed Services. In addition, there are numerous small group leadership discussions, overviews of pertinent updates or changes to policies or directives, focused training on sexual assault prevention and response and numerous opportunities to interact and share best practices and lessons learned. Sergeants' major spouses along with commanders' spouses participate in the second week of Cornerstone.

Executive Education Program

The Commandant of the Marine Corps established the Executive Education Program (EEP) in 2003 to provide structure to the professional growth and assignment strategy for general officers and senior executive service (GO/SES) members.

The Lejeune Leadership Institute is tasked with managing the program for the president, MCU. LLI, in concert with M&RA (MMSL & MPC), reviews and recommends changes to the 38 EEP courses, solicits participation, builds a slate for president, MCU approval, and manages all administrative matters for GO/SES participation and completion of courses to include all funding. Recently, a thorough evaluation process has been developed within a web-based portal for obtaining GO/SES participation feedback and ensuring that all courses remain relevant and effective.

Commandant's Professional Reading Program (CPRP)

General Alfred M. Gray Jr. established the Commandant's Professional Reading Program in 1988. Each Commandant since then has placed their personal stamp on the program, but many books remain constant. The president of the Marine Corps University is the executive agent to the Commandant for managing the program and has tasked LLI to conduct periodic reviews of the program to ensure currency and relevancy for Marines. This is done through a review board consisting of faculty and students within the university and selected Marines and scholars to review all books on the list and recommend adding or removing books as appropriate. A comprehensive review of the reading program was completed and a revised reading list was published in ALMAR 005/19 dated 4 March 2019.

Marine Corps Civilian Leadership Development Program (MCCDLP)

The Marine Corps Civilian Leadership Development Program (MCCDLP) was established on 5 January 2010, affirming the Marine Corps' commitment to civilian leadership development. MCCDLP is the platform for civilians to acquire leadership skills in response to federal regulations that address DOD-defined leadership competencies for federal employees. The program is for Marine Corps civilians (GS 4–15 and their equivalents).

MCCDLP is progressive leadership development through a nonsequential four-tiered approach. This program consists of leadership modules available on MarineNet, local leadership programs funded by LLI, leadership development seminars and centrally managed courses that are board-selected and grade-level specific. Due to budgetary constraints, participation has been adjusted accordingly. However, LLI is continually working to provide valid and relevant leadership training to civilian Marines.

Russell Leadership Conference (RLC)

The General John H. Russell Leadership Conference (RLC) was created by General Russell's daughter, Mrs. Vincent Astor of New York, and is funded through an endowment managed by the Marine Corps University Foundation.

The first RLC was held 14–17 April 1981 in Quantico, and its purpose was to “provide a forum for the discussion of ethical and leadership issues which challenge leaders today.” Each year, LLI plans and conducts the conference attended by both officer and enlisted Marines. The annual topic is approved by the president MCU or directed by the Commandant and focuses on a specific topic or theme relevant to leadership development.

The last Russell Leadership Conference was held in November 2015 at LLI. The conference focused on techniques and skills necessary to enhance leadership development training among small unit leaders.

Ethics and Ethical Decision Making

Since 2010, the LLI Ethics Branch (EB) has taught ethics and ethical decision making throughout all programs associated with both Education Command and Training Command, and upon request, to commands across the Corps. The EB uses various teaching methods from lecture to case study and focuses content at the appropriate level, including both resident and nonresident programs.

In 2012, the Commandant directed the Ethics Branch to support the Marine Corps-wide ethics stand down. The EB developed a program of instruction (POI) and, from June to November 2012, sent four teams composed of a combination of MCU civilian and military instructors to conduct training and education for thousands of Marine leaders in the active and reserve component. These “train the trainer” sessions enabled leaders to subsequently deliver ethics instruction in their commands.

The Ethics Branch regularly publishes articles and books through the Marine Corps University Press and the U.S. Naval Institute highlighting topics and themes vital to an ethical military in both peace and combat. In addition, the Ethics Branch is routinely requested to take part in conferences, seminars, and other training opportunities across the DOD and with allied nations’ militaries.

Marine Leader Development (MLD)

In September 2012, the CMC directed LLI to design a leadership development initiative for the Marine Corps as a way to deliberately continue the growth of Marine leaders and strengthen unit cohesion.

The new *Marine Leader Development Order* was signed by the Commandant on 28 July 2017 and provides a broad framework for the development of leaders at the unit level to strengthen unit readiness and help individual Marines achieve their full potential. MLD is completely tailorable and intended to be unit specific, affording maximum flexibility for a commander and subordinate leaders to draw from a variety of resources that will most positively impact the development and growth of their Marines. MLD is designed to maintain a simple and overarching approach in that it replaces the cumbersome Mentoring Program, clarifies counseling intervals, and organizes “packs” of available current and future leadership resources (e.g., Marine Total Fitness). To support the MCO, LLI created and maintains a public website that provides relevant and current information on programs, policies, orders, and directives as well as numerous best practices focused on developing the whole Marine. Captured in six functional areas, the website is organized to provide individual Marines and small unit leaders a clearing house of information for enhancing personal and professional development across our Corps.

| Principal Staff | | |
|----------------------------|--|--|
| Name | Title | |
| Col Seth L. Ocloo | Director | |
| Dr. James I. Van Zummeren | Deputy Director | |
| Mr. Ronald Hopchak | Administrative Officer | |
| LtCol Matthew J. Kessler | Head, Leadership Development Branch | |
| Maj Greg W. Dyson | Asst Head, Leadership Doctrine | |
| 1stSgt Monica J. Cervantes | Senior SNCO Advisor | |
| Maj Christopher M. Cowen | Head, Professional Programs Branch | |
| Dr. David A. Walker | Assistant Head, Professional Programs Branch | |
| Dr. Paolo G. Tripodi | Head, Ethics Branch | |
| Ms. Constance G. Yelverton | Head, Civilian Leadership Development Branch | |
| Ms. Patricia Williams | Civilian Leadership Development | |
| Mr. Scott Culliver | Executive Education Program | |



MAGTF INSTRUCTIONAL GROUP (MIG)

MISSION STATEMENT

As directed by the vice president of Academic Affairs (VPAA), the MAGTF Instructional Group assists all MCU directorates and schools by developing, delivering, and evaluating professional military education to improve the critical thinking and adaptability skills that enhance professional competence in leadership, warfighting, and staff abilities. The MIG facilitates MCU in producing Marine, other Service, and international students that are MAGTF professionals; prepared to perform with increased effectiveness at the tactical, operational, and strategic levels of war.

Programs

Senior Enlisted PME (SEPME) – To meet the CMC's intent, Marine Corps University developed a course designed to equip Marines in the ranks of master sergeant and first sergeant with critical thinking and adaptability skills necessary to function at the operational and strategic levels of war. Completion of the course equips senior enlisted Marines with demonstrated proficiency in the Marine Corps Planning Process (MCP), communication, and administration. At its highest level, SEPME enhances the senior leader's ability to provide sound recommendations for mission success. SEPME is offered five times a year for a six-week period to approximately 50 students each course. The MIG also supports enlisted PME in executing both the first sergeants course and the Cornerstone course (sergeants major course).



Strategy and Policy Course (SPC) – The SPC is an advanced professional military education course for O-6's intended to bridge the gap in PME between TLS and Capstone to provide strategic-level education and exposure to Marine colonels who are serving in, or preparing to serve in, the Marine Corps' most demanding billets. The SPC is intended to further education and develop colonels to think critically at the interface of strategy and policy, and to lead effectively in the Joint/Coalition warfighting arena. The SPC is offered one time each fiscal year for a three-week period.

Reserve Senior Staff Course (RSSC) – The RSSC is an intense two-week program that enhances senior reserve officer's ability to effectively operate and integrate into a deploying MEF or high-level Joint/combined FWD deployed staff. The course blends theory and practical application and includes instruction on critical thinking, decision-making theory and application, MAGTF operational planning and design, Joint/Coalition/NATO considerations, and regional studies. The RSSC is board selected and is offered once per year reserve officers in the month of July.

| Principal Staff | | |
|------------------------|--------------------------|--|
| Name | Title | |
| Mr. Ray Damm | Director | |
| Mr. Rick Hawkins | Senior Enlisted Mentor | |
| Mr. Kelly Scanlon | Senior Enlisted Mentor | |
| Mr. Paige Chandler | Instructor | |
| Mr. Twayne Hickman | Instructor | |
| Mr. Brian McCrary | Instructor | |
| Mrs. Kathleen Gallaher | Communication Instructor | |



RESEARCH & OUTREACH



GENERAL ALFRED M. GRAY JR. MARINE CORPS RESEARCH CENTER

MISSION STATEMENT

The General Alfred M. Gray Jr. Marine Corps Research Center (GRC) houses the Library of the Marine Corps and the GRC Conference Center. Combined, their mission is to support study and teaching at all levels throughout the Marine Corps by providing comprehensive storage, organization, retrieval, and access to tactical, operational, and strategic warfighting and international relations information, and provide a comprehensive facility for meetings and conferences to support professional military education.

The Library of the Marine Corps consists of three branches: Research Branch, Virtual Branch, and the Quantico Base Library. The Research Branch directly supports Marine Corps University (MCU) and its collections are intended to stimulate the development and implementation of military concepts, doctrine, tactics, techniques, and procedures. The Research Branch provides patrons with extensive collections of print and electronic monographs, journals, and current scholarly research in support of professional military education. Library services consist of instructing and assisting patrons in determining and selecting the most appropriate resources for their individual research needs, interlibrary loan, and copyright approval services for students and faculty. The library has 52 public access computers available for patron use.

The Virtual Branch provides technical oversight and management of all matters relating to the recommendation, purchase, licensing, and use of software applications, digital information resources, and the systems used to organize, catalog, and provide access to the library's electronic resources. It ensures the effective delivery of digital information and research resources to MCU students, faculty and staff on and off campus, as well as other customers and researchers online.

The Base Library, supported by Marine Corps Community Services, provides educational, cultural, technical, informational, and recreational library needs for military personnel and their family members stationed at Quantico, civilian employees of the base, and military retirees living in the local area.

The Conference Center is available for professional meetings and conferences that enhance and support the university's mission. The GRC contains 12 meeting rooms that hold from 8 to 30 people along with a 247-seat auditorium for short conferences and meetings. The auditorium and adjacent Thomas Rooms are cleared for conferences to the secret level. The Conference Center is not available for private functions.

| Principal Staff | | |
|----------------------|---|--|
| Name | Title | |
| Dr. Edward Nvegloski | Director, History Division & Gray Research Center | |
| Mr. Paul J. Weber | Deputy Director, HD & GRC | |
| Ms. Faith Kanno | Director, Library of the Marine Corps | |
| Mr. Greg Cina | Head, Research Library | |
| Ms. Monika Maslowski | Head, Virtual Library | |
| Mr. Richard Freeman | Head, Quantico Base Library | |
| Mr. Jay Medina | Conference Center Manager | |





HISTORY DIVISION

MISSION STATEMENT

The mission of the History Division is to preserve, present, promote, and document the history of the Marine Corps and how it relates to United States history. Historians collect documents and accounts of permanent value to the Corps' history, preserve them for future use, and distribute the history of the Corps through publications, papers, and other programs to preserve history, aid combat and noncombat decision making, support PME, motivate Marines, and inform the American public.

The Histories Branch

The Histories Branch preserves and presents Marine Corps history through a variety of written products including monographs, articles, and conference presentations. Recent publications concentrate on the World War I commemorative series and the Vietnam War commemorative series. In the works is an article on Marine Corps' involvement in Santo Domingo during the 1920s with the possibility of a book-length work covering that period. The Oral History Section conducts and transcribes the oral history interviews of selected Marines whose experiences provide illuminating insight and background into campaigns, operations, or separate combat actions that have potential for future use to set policy, standards, or doctrine. The section also gathers career interviews on those Marines who shaped the setting of policy, doctrine or had a major, long-lasting effect on the Marine Corps.



Reference Branch

The Reference Branch holds extensive internal working files covering areas of interest to the Marine Corps grouped by subject, biography, unit, and photographs. The branch annually answers upward of 8,500 questions from a wide patron



base ranging from members of Congress, the Commandant's office to young citizens writing about the Marine Corps. One major task is researching and verifying command and unit participation in different exercises and campaigns to create an accurate Unit Honors and Linage Certificate and award the proper campaign streamers. The Commemorative Naming Program researches Marine Corps history to ensure that Marine Corps buildings, facilities, and streets are named for deserving Marines. The files are available to researchers and MCU students for research and writing projects.

MCU Press

MCU Press publishes scholarly books on a wider range of subjects such as the geographical importance of water, present-day political, economic and social currents that affect Marines and how and where they are deployed. Its imprints include MCUP books and journals, but also those for History Division and Marine Corps University. Works are peer reviewed and professionally edited and design in-house prior to traditional print production or digital distribution. MCU Press supports three academic journals: *MCU Journal*, *Marine Corps History*, and *Expeditions with MCUP*, which is a digital only journal offering a faster publishing platform for authors writing on contemporary trend-

ing topics important to the larger Department of Defense community. More information on the press, the submission process, and its publications can be found at <http://www.usmcu.edu/mcupress>.



Archives Branch

The Marine Corps Archives contain the official Command Chronologies, collected from every command and unit in the Marine Corps. They are digitized and cataloged to make them available to the widest audience possible and maximize their utility to the Marine Corps. The collection holds 56,000 official documents and a large number of personal papers collections that reflect the long and varied history of the Marine Corps. The archive also holds the University's curriculum files and has access to the student papers collection. To control growth and ensure that the most important items are preserved, the collections committee maintains rigorous standards and all collections decisions are subject to the approval of the President, Marine Corps University.

Field History Branch

Field History is a Marine Corps Reserve Individual Mobilization Augmentee Detachment. Its members are trained field historians. During combat operations, the mission is to collect oral history interviews from a wide variety of Marines; from those executing the plan to the planner; with the aim of capturing all operational aspects from all command levels. They also collect plans, orders, maps, overlays, photographs and operational message traffic. They occasionally collect three-dimensional artifacts. During peacetime, the historians interview Marines returning from deployments to capture the greatest number of perspectives on current operations.

| Principal Staff | | |
|-------------------------|--|--|
| Name | Title | |
| Dr. Edward T. Nevgloski | Director | |
| Mr. Paul J. Weber | Deputy Director | |
| Dr. Frank Kalesnik | Lead Historian | |
| Ms. Angela Anderson | Editing & Design Branch Head/MCU Press | |
| Ms. Alisa Whitley | Archives Branch Head | |
| Ms. Annette Amerman | Reference Branch Head | |



BRUTE KRULAK CENTER FOR INNOVATION AND CREATIVITY

MISSION STATEMENT

Inspired by its namesake, the Brute Krulak Center for Innovation and Creativity enables an interdisciplinary approach to supporting all students and faculty at Marine Corps University through complex problem solving, fostering an environment that enhances our collective warfighting capability, and facilitating and encouraging novel solutions to current and future warfighting challenges to expand the Corps' competitive edge and improve our warfighting effectiveness.

Chartered in the summer of 2018 and celebrating its formal ribbon cutting in March 2019, the Krulak Center rapidly moved forward in its mission of inculcating innovation in the Marine Corps' professional military education (PME) enterprise. The foundation of this mission rests on the center's in-house subject matter experts who offer knowledge in a variety of high-demand, operationally relevant areas: the Donald Bren Chairs, generously funded by the Marine Corps University Foundation, and the Middle East Studies team. These subject matter experts leverage their own extensive academic backgrounds and wide professional networks to broaden and enhance students' educational experience and prepare them for current and future fights.

The Krulak Center pursues its mission through four lines of effort: student support, instructor support, advanced educational opportunities, and outreach/collaboration. Yet, our staff work regularly crosscuts through all four lines of effort. The Middle East Studies (MES) team is a preeminent example of this. Established in 2007, MES was initially tasked as an open-source PME resource on Iran. It has since expanded its scope to meet evolving requirements and emerging threats, and now serves as the Marine Corps' center of expertise on the greater Middle East. Today, MES deepens the Corps' understanding of this critical region through PME and linking the Corps to the broader academic, intergovernmental, and international communities of knowledge and practice in Middle Eastern studies.

With PME taking a prominent place in the 2018 *National Defense Strategy*, the Department of the Navy's *Education for Seapower: Final Report, 2018*, and 2019 *Commandant's Planning Guidance*, the Krulak Center stands ready to act as an enabler of future educational initiatives. For more information on the resources available through the Krulak Center, as well as upcoming events, please visit our webpage or follow us on the social media sites listed below.





Krulak Center Staff/Bren Chairs

| Name | Title |
|-----------------------|--|
| Valerie Jackson (Ret) | Director |
| LtCol Natasha Everly | Deputy Director |
| Maj Ian Brown | Operations Officer |
| Maj Jared Cooper | Operations and Outreach |
| Maj Sara Wood | Information Operations |
| Dr. Amin Tarzi | Director, Middle East Studies |
| Adam Seitz | Research Assistant Professor for Middle East Studies |
| Dr. Chris Harmon | Bren Chair for Great Power Competition |
| J. D. Work | Bren Chair for Cyber Security and Conflict |
| Dr. Brandon Valeriano | Bren Chair for Military Innovation |
| Mr. Donald Bishop | Bren Chair for Strategic Communication |

- Bren Chair for Strategic Communication
- Bren Chair for Russian Military and Political Strategy
- Bren Chair for Non-Western Strategic Thought

*The Krulak Center currently has two vacant chair positions in the process of being filled:

Brute Krulak Center for Innovation and Creativity
 Gray Research Center, 2d floor, Room 226
 Quantico, VA 22134
<https://www.usmcu.edu/Academic-Programs/Brute-Krulak-Center-for-Innovation-and-Creativity/>
 Twitter: @theKruslakCenter
 Facebook: <https://www.facebook.com/brute.krulak.1>
 Instagram: thekrulakcenter

MCU ACADEMIC CHAIRS AND SCHOLARS

MISSION STATEMENT

The MCU faculty is a unique blend of senior military officers and civilian professors. In addition to the permanent military and civilian faculty teaching at the university, several other senior military officers and scholars, sponsored by various entities, support MCU by providing expertise in multiple military service-related areas, federal government agencies, and academic disciplines.

| Marine Corps University Foundation Sponsored Chairs | | |
|---|--|--|
| Name | Title | |
| Vacant | Major General Matthew C. Horner Chair of Military Theory | |
| Dr. Williamson Murray | Ambassador Anthony D. Marshall Chair of Strategic Studies | |
| Mr. J. Kael Weston | Kim T. Adamson Chair of Terrorism and Counterinsurgency | |
| Vacant | Donald Bren Chair of Non-Western Strategic Thought | |
| Mr. Donald Bishop | Donald Bren Chair of Strategic Communications | |
| Dr. Brandon Valeriano | Donald Bren Chair of Military Innovation | |
| Mr. J. D. Work | Donald Bren Chair of Cyber Security and Conflict | |
| Dr. Chris Harmon | Donald Bren Chair of Great Powers Competition | |
| Vacant | Donald Bren Chair of Russian Military and Political Strategy | |
| Academic Chairs and Service Agency Representatives | | |
| Col Kurt Mencke, USAF | Chief of Staff of the Air Force General George C. Kenney Chair | |
| Mr. Chris Hartley | Federal Bureau of Investigation Chair | |
| Vacant | Department of Homeland Security Chair | |
| Mr. Rich Hegmann | Central Intelligence Chair | |
| Mr. Michael Greenwald | Department of State Chair | |
| Col Matthew Neumeyer, USA | LtGen Robert Eichelberger Army Chair | |
| LtCol Jeremy Glauber, USA | Special Operations Forces Chair | |
| Col Brian Cole, USMCR | Marine Corps Reserve Chair and CJCS Chair | |
| Ms. Danielle Marion | Defense Intelligence Agency Chair | |
| Col Andrew Winthrop (nonresident) | Col Michael J. Godfrey Logistics Chair | |
| Dr. Maria Rendon-Labadan | U.S. Agency for International Development Chair | |
| Academic Chairs and Service Agency Representatives | | |
| Dr. Amin Tarzi | Director of Middle East Studies | |
| Dr. Lauren Mackenzie | Professor of Military Cross-Cultural Competence | |
| Vacant | Professor of Energy Studies | |



NATIONAL MUSEUM
OF THE
MARINE CORPS™

NATIONAL MUSEUM OF THE MARINE CORPS

MISSION STATEMENT

The National Museum of the Marine Corps (NMMC) preserves the history of the U.S. Marine Corps by collecting and preserving in perpetuity artifacts that reflect the history of the Corps; by interpreting these artifacts in exhibitions for the public; by contributing to educational programs; by conducting collections-based research; and by supporting the recruitment, education, and retention of Marine Corps personnel. Collections stewardship responsibilities are divided among five broad categories: arms and armor, uniforms and heraldry, aviation, art, and cultural and material history collections.

The museum's activities are centrally managed from Marine Corps Base Quantico in northern Virginia. The NMMC opened in November 2006 and welcomes half a million visitors annually. The 59,000 objects and works of art in the collection are on display and in storage at multiple locations at Quantico and at a nearby museum support facility. Additionally, artifacts are on loan at 200 locations around the globe. Command museums are located at Recruit Depots San Diego, California, and Parris Island, South Carolina, and at Marine Corps Air Station Miramar, San Diego, which reflect the unique interests and objectives of those facilities. Camp Pendleton, California, hosts historical displays related to the installation's mission.

The NMMC is being completed in phases. The first phase included 120,000 square feet. Immersive exhibits put visitors in the boot prints of Marines in battles from the pages of history. Aircraft, tanks, and other vehicles are prominently displayed. Period uniforms, weapons, medals, flags, and other artifacts help visitors trace the history of the Corps from 1775 through the Vietnam War. Three additional galleries opened in 2010, substantially completing the first phase. A chapel was added to the grounds in 2009, and Semper Fidelis Memorial Park was dedicated in 2011. Building construction has been provided through a robust partnership with the Marine Corps Heritage Foundation. The final phase of construction added 126,000 square feet in 2017, the Combat Art Gallery, Medal of Honor Theater, and education suite with Children's Gallery opened that year. Additional exhibition spaces that will take the history of the Corps through present day will open in 2018–22. A robust education program reaches out to area classrooms and hosts more than 50,000 students on site annually. NMMC's team also provides many professional military education opportunities for Marines and engages with the general community to deliver programs related to the history of the Corps. The staff is assisted by nearly 300 volunteers.

| Principal Staff | | |
|-------------------|----------------------------|--|
| Name | Title | |
| Charles Grow | Acting Director | |
| Scott Yost | Campus Facility Manager | |
| Rachel Clark | Audience Support Manager | |
| Alexis Rager | Acting Registrar | |
| Benjamin Kristy | Chief, Curatorial Services | |
| Charles Girbovan | Chief, Exhibits | |
| Laura Hockensmith | Chief, Education | |
| Gwenn Adams | Chief, Public Affairs | |



ASSOCIATIONS



MARINE CORPS

ASSOCIATION & FOUNDATION

EST 1913

MARINE CORPS ASSOCIATION & FOUNDATION

MISSION STATEMENT

To be the preeminent association and foundation for all Marines and friends of the Corps dedicated to leader development, recognition of professional excellence and expanding awareness of the rich traditions, history, and spirit of the United States Marine Corps.

The Marine Corps Association & Foundation is the professional organization of the United States Marine Corps, founded more than 100 years ago by General John A. Lejeune.

About MCAF

MCAF is a member-based organization dedicated to professional development, recognition of excellence, and building awareness of the rich traditions, history, and esprit of the United States Marine Corps. We accomplish this in a variety of ways, including providing two iconic publications, the *Marine Corps Gazette* and *Leatherneck Magazine*, and by hosting professional dinners and award ceremonies for Marines and friends of the Corps.

Our nonprofit arm, the Marine Corps Association Foundation, founded in 2009, is a 501(c)(3) nonprofit organization that supports Marines through four programs that provide unit libraries, commanders' forum events, excellence awards, writing contests, and professional military education trips to Marines throughout the world.

MCAF fills the void in programs for the professional development of Marines that are not supported by appropriated (federal government) funds. We support Marines serving today to enhance their military education, professional growth, and recognize their achievements. To learn more, visit www.mca-marines.org/foundation.

In addition, The MARINE Shop, located in Quantico and online at www.marineshop.net, assists Marines with all their uniform requirements, provides books from the Commandant's Reading List, and offers many Marine Corps-themed gifts and apparel.

Awards Given to MCU Students

SgtMaj Dan Daly Award Trophy at all staff NCO academies

MCU Writing Contest

1st Place overall—Trip

1st Place in Category—\$300 and small plaque

2nd Place in Category—\$200 and small plaque

3rd Place in Category—\$100 and small plaque
12 plaques total

Bevan G. Cass Command and Staff College

1st Place—\$1000 and plaque
2nd Place—\$500 and plaque

EWS Writing Awards

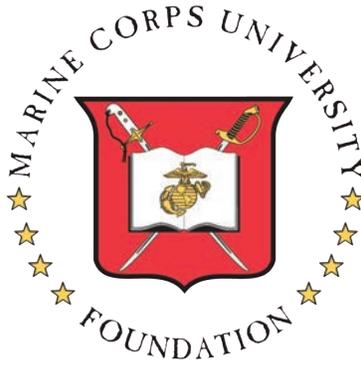
Gazette 1st Place—\$750 and plaque
Gazette 2nd Place—\$500 and plaque
Rapicault—\$500 and plaque
Yeosock—\$500 and plaque

EWS

Ellis Memorial—lwo Jima Pewter Statue
Murphy Memorial—lwo Jima Pewter Statue
Shipman Memorial—lwo Jima Pewter Statue

715 Broadway Street, Quantico, VA 22134
www.mca-marines.org | mca@mca-marines.org | 640.6161





MARINE CORPS UNIVERSITY FOUNDATION, INC.

MISSION STATEMENT

The Marine Corps University Foundation provides vital private resources that strengthen the education and training of Marine leaders both within the Marine Corps University and the operating forces and supporting establishment.

Since its founding in 1980, the Marine Corps University Foundation has provided substantial intellectual and financial resources to the Marine Corps University to equip Marines with the critical thinking skills that will enable them to achieve success throughout their careers in the Marine Corps and in any number of other career paths they may pursue. Given the university's finite resources, the foundation raises funds to attract the leading minds in security studies, terrorism, warfighting, emerging states, and defense policy to Quantico, so that they may educate active duty Marines on critical geostrategic matters. Marines then apply this knowledge in conflict zones around the world.

The Marine Corps University Foundation underwrites the education and training of Marines across the globe from financial support for professional military education programs for operational units worldwide, to the recruitment of leading experts to train Marines in Quantico, and much more.

The Marine Corps University Foundation supports:

- Academic chairs
- Student and faculty research
- Visiting scholars and research fellows
- Lecture series, conferences, symposia
- Battlefield studies and visits
- Operational unit professional military education

The Marine Corps University Foundation is a 501(c)(3) nonprofit organization. The foundation's Combined Federal Campaign (CFC) number is 11308. For more information about the foundation, visit www.marinecorpsuniversityfoundation.org.

As the Marine Corps looks to the future, the Commandant has emphasized professional military education as an essential professional requirement for all Marines. The Commandant has tasked the president, Marine Corps University,

with meeting the Corps' educational and leadership needs for today and the coming years. The university continues to prepare students to meet the challenges of present and future operational environments and ensures the Corps maintains its elite status among the world's fighting forces. Below is a listing of key programs from the Marine Corps University Foundation in support of the university.

- Donald Bren Chair of Military Innovation*
- Donald Bren Chair of Non-Western Strategic Thought*
- Donald Bren Chair of Strategic Communications*
- Donald Bren Chair of Russian Military and Political Strategy*
- Donald Bren Chair of Great Power Competition*
- Donald Bren Chair of Cyber Security and Conflict*
- Kim T. Adamson Chair of Insurgency and Terrorism*
- Major General Matthew C. Horner Chair of Military Theory*
- Ambassador Anthony D. Marshall Chair of Strategic Studies*
- General Graves B. Erskine Distinguished Lecture Series*
- Thomas Lord Charitable Trust Lecture Series*
- Sergeant Walter K. Singleton Distinguished Lecture Series*
- Mutter Marines Command and Control Symposium (EWS)*

The Marine Corps University Foundation Board of Trustees, composed of distinguished leaders from business, education, and the military, directs the activities of the foundation. The president and chief executive officer and the foundation staff are located at the foundation's office in Quantico.

| Foundation Staff | |
|--|-----------------------------|
| LtGen Richard P. Mills (Ret) | President & CEO |
| Col Jon Sachrison (Ret) | Chief Operating Officer |
| Ms. Leona Sachrison | Director of Development |
| Ms. Mary Jane Hall | Development Coordinator |
| Ms. Kimberly A. Niero | Director of Program Support |
| Ms. Angela Dunham | Administrative Assistant |
| Ms. Matrice Williamson | Director of Events |
| Mr. R. Scott Mann | Accountant |
| Marine Corps University Foundation, Inc. P.O. Box 122 Quantico, VA 22134-0122 Telephone: 703.640.6835 www.marinecorpsuniversityfoundation.org | |



MARINE CORPS HERITAGE FOUNDATION

MISSION STATEMENT

The Marine Corps Heritage Foundation (MCHF), a nonprofit 501(c)3 organization established in 1979, preserves and promulgates the history, traditions, and culture of the Marine Corps and educates all Americans in its virtues.

In 1999, MCHF undertook a major project to better accomplish its mission—the capitalization, construction, and support of a National Museum of the Marine Corps and Heritage Center (NMMC) to be located at Quantico, Virginia. Working in partnership with the Marine Corps, and with generous philanthropic support from tens of thousands of individuals, numerous corporations, foundations and state and local governments, MCHF built this national treasure which opened on 10 November 2006.

Final phase construction, completed in Summer 2017, added an additional 114,000 square feet of exhibit and support space that will be populated with new galleries covering Marine Corps history since 1975. Additionally, new classroom facilities, a combat art gallery, and a giant screen theater featuring the signature film, *We, The Marines* were opened to add to the visitor experience at the museum.

The foundation supports the Marine Corps' historical research and educational activities to include but not limited to the following items:

Annual Awards Program

Each year, the Marine Corps Heritage Foundation presents awards in 15 categories to both Marines and civilian community members, recognizing their exemplary work in advancing and preserving Marine Corps history. The categories include journalism, documentary, literature, screenplay, photography, and poetry. Winners receive a \$1,000 cash prize, a medallion, and a commemorative brick in Semper Fidelis Memorial Park.

“The President’s Own” Concerto Competition

Every year, the Marine Corps Heritage Foundation provides funding support to “The President’s Own” United States Marine Band concerto competition. The competition is a nationwide contest for high school musicians who vie for a \$2,500 prize sponsored by the foundation and the opportunity to perform with the legendary “The President’s Own.”

Education Department with the National Museum of the Marine Corps: Teacher-in-Residence

A highlight of the NMMC education program, this initiative recruits professional educators to serve as temporary NMMC staff members. The teacher-in-residence plans and coordinates student visits to maximize impact. These students tour the museum using gallery guides and then enter the classroom for further instruction. This initiative is another way for the museum to educate young people not only about the history of the nation, but also how the Marine Corps fits into it. Additionally, the teacher-in-residence conducts regular teacher workshops to enrich subject expertise; the workshops are in high demand by regional educators.

Grants and Fellowships

In our mission to foster the study of U.S. and Marine Corps history, the Marine Corps Heritage Foundation provides funding to support graduate-level work via master's and doctoral thesis, fellowships, and research grants. Links to applications and information can be found on the foundation's website, www.marineheritage.org.

Internships

The Marine Corps Heritage Foundation facilitates internships with the National Museum of the Marine Corps, offering stipends to participating college students. The museum offers opportunities for students to participate on a professional level in historical research and museum activities. The intent of the program is to give promising and talented students the opportunity to earn college credit while gain meaningful work experience related to their major.

To learn more about the Marine Corps Heritage Foundation please go to
www.marineheritage.org or call 800.397.7585



SUPPORT SERVICES

ACADEMIC SUPPORT DIVISION

PURPOSE

The Academic Support Division (ASD) supports the vice president for Academic Affairs in the development of USMC PME policy, including assisting with Joint PME requirements; developing MCU academic policy; managing the curricula review process; and serving as MCU's designated liaison with Southern Association of Colleges and Schools Commission on Colleges on all issues related to regional accreditation. ASD provides support for the following types of requests/activities:

- 8802 education officer assistance with curricula development and assessment
- Direct support, via the Leadership Communication Skills Center, to students, faculty, and staff in the process and assessment of effective communications
- Resident officer PME registrar functions
- Implementation of the MCU faculty and student awards program

Contact Information

Richard B. Jaques, JD

Director, Academic Support Division/Deputy Vice President for Academic Affairs

432.5489

To find info and forms related to the Registrar, please go to <https://www.usmcu.edu/Faculty-Staff/Registrar/>

ADMINISTRATIVE / STUDENT SERVICES

PURPOSE

Administrative Services is responsible for all administrative requirements for the commanding general, permanent personnel, and assigned individual mobilized assigned reservists assigned to Education Command.

Administrative Services provides, but is not limited to, support for the following types of requests/activities:

- Correspondence routed for the commanding general's signature
- Current and future manpower and staffing requirements
- Defense Travel System and Government Travel Charge Card
- Files, directives, and record management
- Electronic personnel administrative requests (EPARs)
- Freedom of Information Act (FOIA) requests
- Personal and unit awards
- Performance evaluation system/fitness reports
- Leave and liberty

Student Services is responsible for liaison with Marine Corps Base Quantico organizations that provide support to Marine Corps University students; planning and managing the annual student one-stop check-in process; and providing administrative support to all international, Joint Service, and civilian students.

Contact Information

Major Rachael E. Pitts
Director of Administrative Services
432.4632

Permanent personnel can submit general assistance requests to Rachael.pitts@usmcu.edu or carlton.esswein@usmcu.edu. Students can submit general assistance requests to mcu_student_services@usmcu.edu

STUDENT SERVICES / INTERNATIONAL PROGRAMS

PURPOSE

International Programs is responsible for all administrative requirements for all international students assigned to Marine Corps Combat Development Command.

International Programs provides, but is not limited to, support for the following types of requests/activities:

- Receive invitational travel orders (ITO) and coordinate pick up at airports and temporary billeting
- Process living allowances
- Departure travel arrangements and accommodations per ITO
- ITO amendments and endorsements
- Field Studies Program (FSP)—Program objectives and activities
- Upload academic reports on Security Assistance Network
- Administer English Comprehensive Level (ECL) Exam
- Dependents—authorization, housing, cost of living, medical care benefits, payment procedures and health insurance, schools
- DMV letter—authorization to drive in USA

International Programs is responsible for liaison with Marine Corps Base Quantico organizations that provide support to Marine Corps University international students; planning and managing the annual international students check-in process.

Contact Information

Angela Miller
Regional International Military Student Officer (Regional IMSO)
784.3157

Submit general assistance requests to angela.miller@usmcu.edu or mcu_imso@usmcu.edu

EDCOM/MCU CIVILIAN MANPOWER

PURPOSE

The Civilian Manpower Office (CMO) oversees all administrative support functions for all EDCOM/MCU general schedule (GS) and Title 10 (AD) faculty staff. CMO serve as a liaison and EDCOM/MCU advocate for all civilian positions, personnel, and general administrative matters. The CMO provides support for the following:

- Civilian position management
- Civilian awards
- Civilian training
- Pay matters
- Management of civilian table of organization
- Varies human resource programs

Contact Information

Belinda W. Kelly
Director, Civilian Manpower
784.6918

Submit general assistance requests to mcu_civpers@usmcu.edu

EDUCATIONAL TECHNOLOGY DEPARTMENT

PURPOSE

Mission statement: the mission of the Educational Technology (ET) Department is to manage the incorporation and coordination of educational technology into the professional military education (PME) delivered by Marine Corps University (MCU) colleges and schools, as well as the training programs delivered by schools within the Training Command (TRNGCMD), Training and Education Command (TECOM), and in support of training and education initiatives throughout the Marine Corps.

Due to complementary missions, and to ensure unity of effort and supervision, the MCU ET Department is located within the College of Distance Education and Training (CDET) Technology Department. The ET Department provides functional support for the Marine Corps in three primary capacities: emerging technologies, MarineNet requirements, and capabilities support.

The Emerging Technologies Branch researches, evaluates, and integrates emerging technologies and technical solutions in the field of distributed learning (DL) to support MCU's CDET. Identifying gaps and requirements for DL products and modeling and simulation, the team coordinates the collaboration of CDET's technology interests with the efforts of government, academia, commercial, and technology industries. They synchronize the requirements and subject matter expert (SME) participation with Headquarters Marine Corps (HQMC) agencies/directorates and other USMC commands for MarineNet DL course designs, development, and delivery. Furthermore, the branch serves as CDET's liaison to the Naval Postgraduate School to facilitate and coordinate research projects in support of CDET initiatives.

Current requirements are facilitated through the MarineNet Branch, which is responsible for the day-to-day operations and management of the Marine Corps Distance Learning Network (MarineNet) or other LMSs utilized by CDET. This branch manages the overall function and system requirements that fulfill CDET customer needs. The team reviews and updates business processes and use cases for instructional technology (IT) application solutions. MarineNet provides the electric distance learning platform that hosts, tests, and delivers vital electronic courses and products to the Marine Corps total force worldwide in support of required Marine Corps Distance Education and Training programs. Offering a wide range of critical IT systems management and oversight responsibilities, this branch provides support with content management, tracking technical issues and problems, requirement identification, training, and coordination of internal and external support relating to CDET’s mission.

The Capabilities Support Branch builds on the support of the MarineNet Branch by assisting the MCU and TRNGC-MD faculty, staff, and students in the integration and use of educational technology (ET) in their respective PME, training programs, and courses. The staff is equipped to solve problematic ET challenges in a variety of academic and technical areas, in support of the MCU/TRNGCMD education and training missions. Leveraging adult learning theories and proven best practices of technology in academia, the capabilities branch facilitates the seamless integration of ET throughout resident colleges and schools, and their distance and eLearning programs.

| Principal Staff | | |
|-----------------------------|---|--|
| Name | Title | |
| Mr. Larry Smith | Director | |
| Ms. Flora Stone | Deputy Director/Head, MarineNet Branch | |
| Capt John Mutton | MarineNet Officer | |
| Ms. Kristen Stringer | Learning Management System Officer | |
| Capt Steven Krajewski | Emerging Technologies Officer | |
| Mr. David Sonnier | Modeling and Simulation, C-2 Systems Lead | |
| Ms. Erika Jacobs | Head, Capabilities Support Branch | |
| Mr. Chris Marking | Information Technology Specialist | |
| Mr. Sean Ruge | Senior Educational Technologist | |
| Mr. Henry VanTroostenberghe | CSCDEP Educational Technologist | |
| Ms. Krista Ehlert | EWSDEP Educational Technologist | |
| Ms. Kathryn Jeffords | ECDEP Educational Technologist | |

FACILITIES & LOGISTICS

PURPOSE

The mission of the Marine Corps University Facilities & Logistics Department is to provide and/or coordinate logistical support to the university and other activities using Marine Corps University facilities in support of their operational, planning, and mission accomplishment. Facilities & Logistics functions include three subordinate sections:

- Facilities Branch—facilities planning, property accountability and trouble ticket
 - Helpdesk: 432.5563/ MCU_Facilities@mcu.edu
- Supply Branch—materiel procurement

- Helpdesk: 432.3040
- Logistics Branch—motor transportation and parking
 - Helpdesk: 432.1078

Contact Information

Mr. Ronald Reese
Director of Facilities & Logistics

FACULTY DEVELOPMENT AND OUTREACH

ABOUT FACULTY DEVELOPMENT

The MCU Office of Faculty Development provides guidance on the orientation and continued professional development of its faculty. A professional, well-educated faculty is key to the vitality of any educational institution. Therefore, MCU is committed to providing its students a high-quality educational experience, made possible through learning opportunities facilitated by faculty well versed in the curricula, service policies and procedures, national policies, and educational philosophies.

Purpose

Ongoing faculty development is paramount for Marine Corps University faculty members. The purpose of faculty development is to support and adhere to the MCU mission statement, vision statement, and statement of purpose. Efforts are continuously made to heighten awareness of these three benchmarks of the university. Faculty development is carefully and strategically planned so that all participants have the opportunity to learn more about effective methods of teaching and learning in higher education.

Contact Information

Kimberly Florich, EdD
MCU Faculty Development and Outreach Coordinator
432.4837
kimberly.florich@usmcu.edu,

FINANCIAL MANAGEMENT OFFICE

Purpose

Provide financial management guidance and oversight to the commanding general and staff. The office/directorate provides support for resource management.

Contact Information

Stacy Patzman
Director, Financial Management Office
432.5425
Submit general assistance requests to mcu_fiscal@usmcu.edu

INSTITUTIONAL RESEARCH, ASSESSMENT, & PLANNING

PURPOSE

Institutional Research, Assessment and Planning (IRAP) is responsible for ensuring the university's ongoing commitment to institutional effectiveness by providing assessment support and guidance. This includes monitoring both direct and indirect measures of achievement, academically and administratively. IRAP provides support for the following types of requests and activities:

- Survey creation, administration, and analysis
- Assessment design, administration, and interpretation
- Institutional effectiveness and program evaluation
- Strategic planning support
- MCU research topics and Factbook
- Institutional Review Board oversight and guidance, including student, faculty, and external research requests relevant to human subjects research regulations

| Principal Staff | | |
|-----------------|--|--|
| Name | Title | |
| Kate Kuehn | Director of Institutional Research, Assessment, and Planning | |
| Amy Gilason | Institutional Effectiveness Specialist | |

IT DIRECTORATE

PURPOSE

The IT Directorate plans, develops, acquires and maintains the information and communication tools that enable and facilitate development and support of the professional competence of Marines, other peer services, international and civilian students, faculty and staff.

The IT Directorate provides support for the following types of requests/activities:

- Account administration
- Mobile devices
- Wireless capabilities
- IT Help desk support
- Audio-visual support
- Cybersecurity
- Network infrastructure
- MCU website/content management

Contact Information

Mrs. Anne Tolbert

Director of Information Technology

432.5213

Submit general assistance requests to helpdesk@usmcu.edu

LEADERSHIP COMMUNICATION SKILLS CENTER

Purpose

The Leadership Communication Skills Center (LCSC) is an instructional communication support center for Marine Corps University (MCU) students, faculty, and staff. Its mission is to support leadership by strengthening individuals' written and oral communication skills. The LCSC accomplishes its mission by offering courses, classes, workshops, written reviews, and one-on-one instruction and assistance on communication projects, primarily to officers in the degree-granting schools. Established as a result of the *MCU Quality Enhancement Plan*, the LCSC has assisted more than 3,000 individual students, faculty, and staff since opening its doors in February 2007. In AY 2018–19, the LCSC faculty members taught 180 hours of courses, classes, and workshops, and they reviewed more than 2,000 writing and speaking projects, having worked with 77 percent of MCU students, 91 percent of international military students, 63 percent of SAW selectees, and 65 percent of MCU distinguished graduates.

EDUCATIONAL PHILOSOPHY

The responsibilities of leadership demand effective communication. By developing complex frameworks for analyzing communication situations as well as strong written and oral communication skills, individuals are able to clearly communicate ideas as they build relationships with their colleagues. LCSC faculty members teach communication as an integrated process that can help students acquire broader and deeper insights, skills, abilities, and attitudes about leadership communication practices.

PROGRAM GOALS

- Teach studio courses early in the school year to strengthen students' approaches to their reading and writing assignments.
- Teach Communication Prep Course and TOEFL Prep Course for international students.
- Provide workshop classes on critical reading, academic and professional writing, and oral presentation skills.
- Help students improve their communication processes and products by consulting with them individually about their work and their ideas.
- Provide brainstorming and idea development sessions for writing/speaking tasks.
- Assist students and faculty as they prepare work for publication.
- Assist faculty in assessing student writing issues and offer strategies for providing feedback on student work.
- Provide accurate, up-to-date resources on written and oral communication to MCU students and faculty, including the *Marine Corps University Communications Style Guide*.
- Serve as the MCU point of contact for other PME graduate writing centers.
- Present research on writing center theory and practice, as well as teaching and assessment of writing.

Contact Information

Andrea Hamlen-Ridgely
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Gray Research Center, Rooms 123-125
Commercial: 784.4403
LCSC@usmcu.edu

OPERATIONS AND PLANS

Purpose

The Operations Directorate is responsible for synchronizing current and future operations across MCU/EDCOM to increase situational awareness, decrease conflicts, and build synergy across the organization. The office also develops an integrated weekly SITREP for higher headquarters (HHQ), manages the accomplishment of tasks assigned by HHQ, prioritizes the use and scheduling of MCU facilities, and oversees the planning and coordination for designated MCU-level events. Support is broken down by the following types of requests/activities:

Operations

- Synchronize education operations across MCU/EDCOM (MCU ops calendar/TEEP).
- Develop an integrated MCU SITREP for higher headquarters.
- Manage the accomplishment of tasks assigned by higher headquarters.
- Prioritize the use and scheduling of MCU facilities.
- Oversee preparation for major, MCU-level events.

Plans

- Supervise the development, implementation, and assessment of the MCU Strategic Plan.
- Oversee the conduct of the MCU President's Planning Council (PPC).
- Organize and conduct MCU-level Operational Planning Teams (OPTs), as required.

Contact Information

LtCol Robert D. Johnson

Director of Operations/Deputy Vice President of Operations and Plans

432.4784

For room reservations, email mcu_room_reservations@usmcu.edu



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