



FACTBOOK 2021



# MARINE CORPS UNIVERSITY



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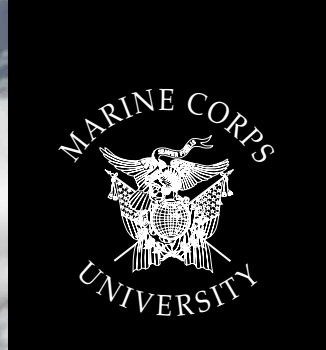
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## MCU FAST FACTS, 2021

MCU	STUDENTS	FACULTY/STAFF
MCWAR	32	8/3
SAW	26	5/2
CSC	213	38/5
EWS	234	28/10
CEME	4,233	97/101
CDET	CSCDEP – 1,277 CSCBSP – 75 EWSDEP – 2,165 EWSBSP – 234 ECDEP – 71,973 SSSP – 2,001 CSSP – 1,439 ASSP – 984	87/91* *Adjuncts – 349
TOTAL	84,886	263/212 *Adjuncts 349

# CAMPUS MAP



## BUILDINGS

2040 - Gray Research Center (GRC)	3070 - MCCOG / DCI
2042 - Barrett Hall	3076 - Jordan Hall
2044 - Warner Hall	3077 - Conde Hall
2048 - Dunlap Hall	3078 - CEME
2050 - Parking Garage	3094 - Naval Comm. College (NCC)
2076 - Breckinridge Hall	3169 - IIF
2082 - Ellis Hall	715 - MCA
2082P - Pavilion	716 - US Postal Service
2084 - Building	

## QR CODE FOR MCU MAP



# MISSION STATEMENT, VISION STATEMENT, GOALS

## MCU MISSION STATEMENT

MCU/EDCOM develops and delivers professional military education and training through resident and distance learning programs, while also preserving and presenting the history of the Marine Corps, in order 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 masters degrees. Questions about the accreditation of Marine Corps University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website ([www.sacscoc.org](http://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)

## 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 the 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 *Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01F*, 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



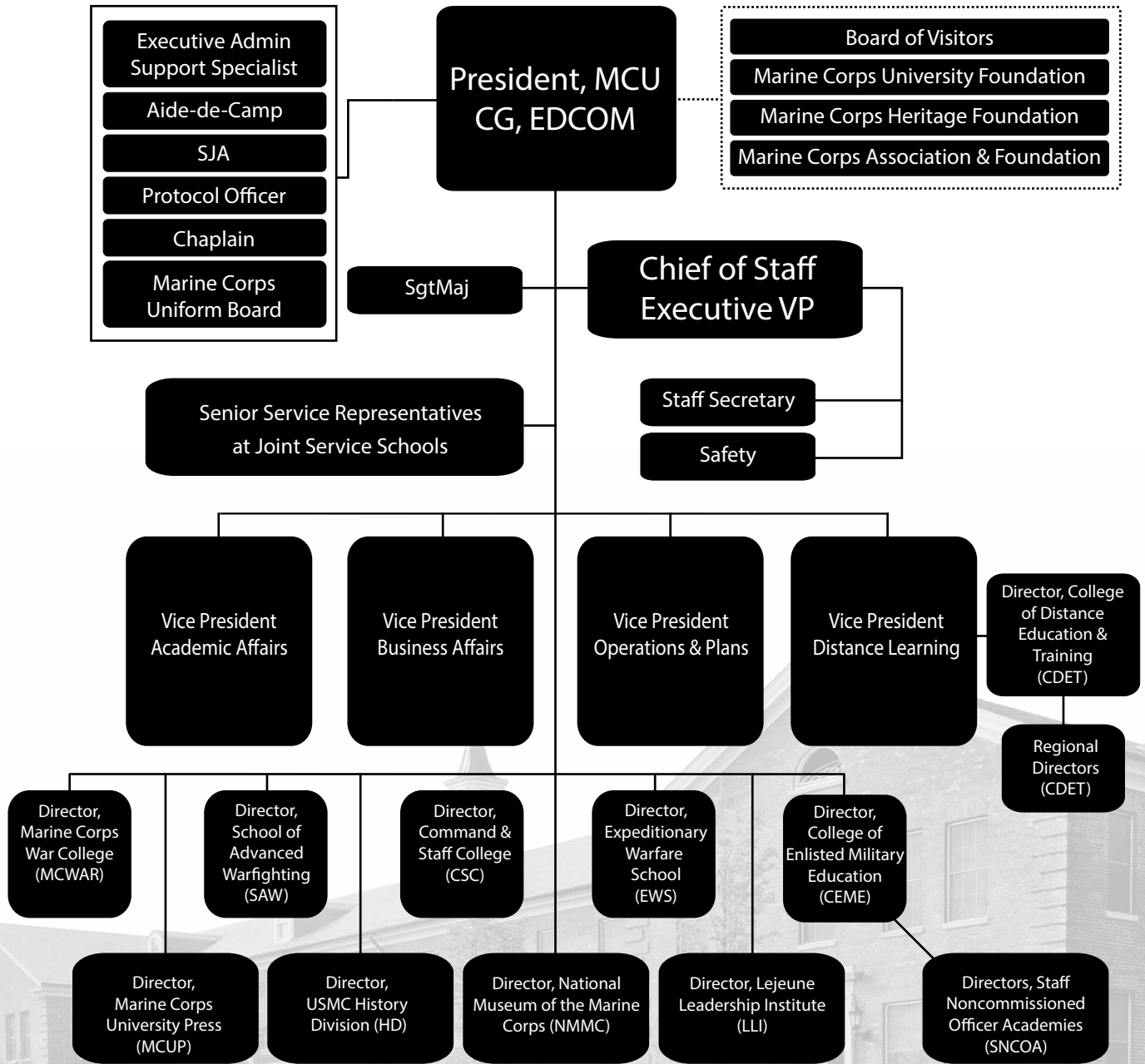
BGen James R. Davis  
1990–1992



BGen Paul K. Van Riper  
1989–1990



# MARINE CORPS UNIVERSITY ORGANIZATIONAL CHART



# MCU HEADQUARTERS PRIMARY STAFF

BGen Jay M. Barger, USMC	CG Education Command, President, MCU	
Col Paul M. Melchior, USMC	Chief of Staff	
Dr. Rebecca Johnson	Vice President, Academic Affairs	
Mr. Keil Gentry, Col USMC (Ret)	Vice President, Business Affairs	
Mr. Terence Kerrigan, Col USMC (Ret)	Vice President, Distance Learning	
Mr. Jay Hatton, Col USMC (Ret)	Vice President, Operations and Plans	
SgtMaj Michael W. Hensley, USMC	Sergeant Major	
Vacant	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, College of Coastal Georgia



Dr. James Henderson  
President, University of  
Louisiana System



Dr. Christopher Prigge  
Professor of Strategy &  
Military Operations, Army War  
College



SgtMaj Chris Robinson  
Member American Associa-  
tion of Christian Counselors  
(AACC); USMC (Retired)



LtGen John Wissler (Ret)  
Distinguished Chair of Lead-  
ership, Stockdale Center for  
Ethical Leadership, United  
States Naval Academy



James B. Laster  
Lieutenant General, USMC (Ret)  
Marine Toys for Tots Foundation  
President & CEO



Dr. Mara Karlin  
Director of Strategic Studies at the Johns  
Hopkins School of Advanced International  
Studies (SAIS) and Associate Professor.  
Executive Director of Johns Hopkins  
SAIS's Philip Merrill Center for Strategic  
Studies, nonresident senior fellow at the  
Brookings Institution

# FACULTY EXCELLENCE

## THE ELIHU ROSE FACULTY AWARD FOR TEACHING

This award honors the most outstanding educators among Marine Corps University (MCU) 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.

### ACADEMIC YEAR 2019-20

**Enlisted:** Gunnery Sergeant Michael A. Gallucci, SNCOIC of Career School, SNCOA, Quantico

**Officer:** Major Daniel J. O'Connell, Faculty Advisor, Expeditionary Warfare School

**Civilian:** Dr. Lauren Mackenzie, Professor of Military Cross-Cultural Competence, Center for Advanced Operational Culture Studies

## 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 MCU student body, faculty, and staff on a variety of contemporary issues.

### 2020-21 EVENTS

"U.S. Interests & Foreign Policy," Fall Erskine Lecture

"Great Power Competition Panel," Fall Erskine Lecture

"Great Power Competition Historical Perspective," Spring Erskine Lecture

"Reflections on Great Power Competition with the Commandant of the Marine Corps

& the Chief of Naval Operations," 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 in order 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.

	2017	2018	2019	2020	2021
Total Students	29	30	29	30	32
USMC	11	11	11	11	11
USMCR	1	1	1	1	1
USA	4	4	4	4	5
USAF	4	4	4	4	4
USN	0	0	0	0	1
USNR	0	1	1	1	1
USCG	1	1	1	1	1
International Military Student	3	3	3	3	4
Total Military	24	25	25	25	28
Civilian Agencies					
Central Intelligence Agency	1	1	0	0	1
Department of State	1	1	2	2	1
Federal Bureau of Investigation	1	0	1	1	0
Bureau of Alcohol, Tobacco, Firearms & Explosives	0	0	0	0	0
Defense Intelligence Agency	1	1	1	1	1

Marine Corps Intelligence Activity	0	0	0	0	0
Department of Homeland Security	1	1	0	0	0
US Agency for International Development	0	1	0	0	0
U.S. Secret Service	0	0	0	1	1
US Agency for International Development	0	0	0	0	1
<b>Total Civilian</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>
<b>International Students</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Afghanistan	0	0	0	0	0
Brazil	0	0	0	1	0
Canada	0	0	0	0	0
Finland	0	0	1	0	0
France	0	0	0	1	0
Georgia	0	0	0	0	0
Indonesia	1	0	0	0	1
Japan	0	1	1	1	1
Jordan	1	0	1	0	0
Malaysia	0	0	0	0	0
Mexico	0	1	0	0	0
New Zealand	0	1	0	0	0
Pakistan	0	0	0	0	0
Philippines	0	0	0	0	0
South Korea	0	0	0	0	0
Taiwan	1	0	0	0	1
United Arab Emirates (UAE)	0	0	0	0	1
<b>Total International Students</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>
<b>Male / Female Ratio</b>	<b>28/1</b>	<b>29/1</b>	<b>28/1</b>	<b>25/5</b>	<b>31/1</b>
<b>USMC MOS</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Field Artillery	2	0	0	0	1
Infantry	2	1	2	4	4
Intelligence	1	0	0	1	1
Logistics	2	2	1	0	2
Personnel & Admin	0	1	0	0	1
Pilots/NFO	3	3	3	2	2
Supply	0	2	2	0	0
Other	2	3	4	5	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>



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	
Ambassador Daniel Foote	State Department Chair	
Joint Warfare		
Col Brian W. Cole, USMC	CJCS and USMCR Chair	
Capt Andria Slough, USN	U.S. Navy Chair	
VACANT	U.S. Army Chair	
Leadership and Ethics		
Col Kurt Mencke, USAF	U.S. Air Force 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	

## 2020 MCWAR AWARDS

### Distinguished Graduate Program:

LtCol William Ryerson, USAF | Cdr Dave Vicks, USCG  
LtCol Aaron Lloyd, USMC

### Lieutenant General P. K. Van Riper Writing Award:

Rebecca Landis, U.S. Department of State

### Krulak Center Award for Creativity

LtCol Dory Hasson, USAF

### Foreign Area Officer Award:

LtCol Mark Schnakenberg, USMC

### The American, British, Canadian, Australian, and New Zealand Armies Program (ABCAZ) Award

Col Luis Felipe Valentini da Silva, Brazil

### Krulak Center Scholars:

LtCol Darryl G. Ayers, USMC | LtCol Russell A. Belt II, USMC  
LtCol Michael A. Cap, USMC | LtCol Branin W. Klausman, USAF  
LtCol Aaron C. Lloyd, USMC



# SCHOOL OF ADVANCED WARFIGHTING

## MISSION STATEMENT

The School of Advanced Warfighting (SAW) develops lead planners and future commanders with the will and creative intellect to design and execute joint campaigns and naval expeditionary operations.

## DEGREE

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

## MILITARY OCCUPATIONAL SPECIALTIES GRANTED

0505 – Operational Planner

0506 – Red Team

	2017	2018	2019	2020	2021
Total Students	26	26	26	26	26
USMC	18	19	19	19	18
USA / USARNG	2	2	2	2	2
USAF	2	2	2	2	2
USN	1	0	0	0	0
USCG	0	0	0	1	1
International Officers	3	3	3	3	3
Total Military	26	26	26	26	26
International Students	2017	2018	2019	2020	2021
Australia	1	1	1	1	1
Canada	1	1	1	0	1
Germany	0	0	0	0	0
Norway	0	0	0	1	0

Italy	1	1	0	1	0
UAE	0	0	1	0	0
France	0	0	0	0	1
Total International Students	3	3	3	3	3

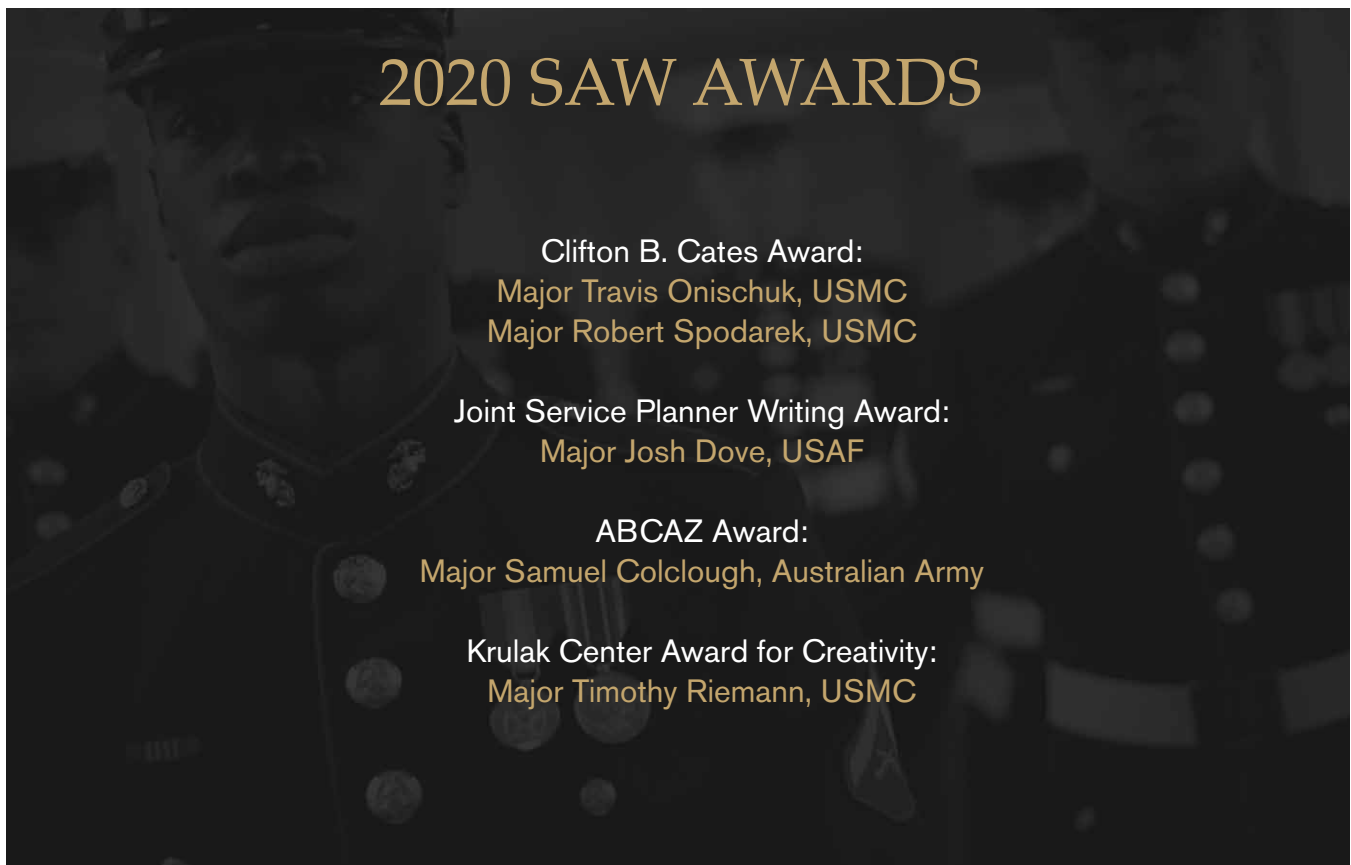
Male/Female Ratio	22/4	24/2	24/2	24/2	23/3
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USMC MOS	2017	2018	2019	2020	2021
Armor (18xx)	2	1	1	0	0
Combat Engineer (1302)	1	1	2	1	0
Field Artillery (0802)	0	1	0	2	1
Infantry (0302)	4	7	14	7	6
Intelligence (02xx)	2	2	2	3	2
Logistics (0402)	3	3	3	2	1
Pilots / NFO (75xx)	5	3	2	1	4
Communications (06xx)	0	1	1	0	2
Ground Supply (30xx)	1	0	0	0	0



Adjutant (0180)	0	0	1	0	0
Military Police (5803)	0	0	0	0	0
Aviation C2 (7202)	0	0	0	2	1
PAO (4302)	0	0	0	0	0
AAV	0	0	0	1	0
SJA (4402)	0	0	0	0	1
Total	3	3	3	3	3

SAW Faculty/Staff		
Name	Title	
Col Gregory T. Poland, USMC	Director	
LtCol William Johnson, USMC	Deputy Director/Dean of Students	
LtCol Matthew Van Echo, USMC	Operational Planning Course Director	
Dr. Gordon W. Rudd	Professor of Strategic Studies, Dean	
Dr. Benjamin Jensen	Professor of Military History	
Melissa Calloway	Program Manager	
LCpl Sacha Ellis	Ops/Admin NCO	





# COMMAND AND STAFF COLLEGE

## MISSION STATEMENT

The Marine Corps Command and Staff College (CSC) provides graduate level education and training in order 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.

	2017	2018	2019	2020	2021
Total Students	212	213	213	212	213
USMC	97	99	99	103	100
USMCR	5	8	7	6	6
USMC SgtMaj/MGySgt	2	2	6	0	0
USA/USAR/USARNG	22	23	22	22	22
USAF/USAFR/USAFANG	17	19	20	19	21
USN/USNR	18	9	11	12	16
USCG	2	2	2	1	1
International Officers	32	32	31	30	30
Total Military	195	194	198	193	196
Civilian Agencies					
Bureau of Alcohol, Tobacco, Firearms & Explosives	1	0	0	0	0
Central Intelligence Agency	2	2	2	3	1
Center for Army Analysis	0	0	0	0	1

Defense Intelligence Agency	2	1	1	1	1
Department of State	4	4	4	4	4
Department of Homeland Security	1	3	1	1	1
U.S. Agency for International Development	1	1	1	1	1
U.S. Special Operations Command	0	1	1	2	1
Federal Bureau of Investigation	1	1	1	2	2
Marine Corps Intelligence Activity	2	3	1	2	1
Marine Corps Systems Command	1	1	1	1	1
National Geospatial Intelligence Activity	2	2	2	1	2
U.S. Naval Intelligence	0	0	0	1	1
Total Civilian	17	19	15	19	17

Male / Female Ratio	183/15	215/19	190/22	187/26	188/24
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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	0
Information Operations	0	1	0	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 Command and Control/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	0
Total	122	104	109	112	109

International Students	2017	2018	2019	2020	2021
Argentina	0	1	1	1	1
Australia	1	1	1	1	0
Bahrain	0	0	1	1	0
Botswana	0	1	0	0	0
Brazil	0	0	1	1	1
Cameroon	1	1	1	1	1
Canada	1	1	1	1	1
Chile	0	1	0	1	0
Colombia	0	0	1	1	1
Croatia	0	0	0	1	1
Czech Republic	1	1	0	0	1
Djibouti	0	0	0	0	1
Egypt	1	1	1	1	1
Ethiopia	0	0	0	0	0
France	1	1	1	1	0
Georgia	1	1	1	1	1
Germany	1	1	0	0	0
India	1	1	0	0	0
Indonesia	1	1	1	2	2
Italy	2	2	2	2	2
Jamaica	1	1	0	0	0
Japan	1	1	1	1	1
Jordan	1	1	1	1	1
Korea	1	1	1	1	0
Kuwait	0	0	1	1	0
Lebanon	0	1	0	0	1
Macedonia	1	0	0	0	1
Malaysia	1	1	1	1	0
Maldives	0	0	0	0	0
Mexico	1	1	1	0	0
Moldova	1	0	0	0	0

Netherlands	1	0	1	1	1
New Zealand	1	1	1	1	0
Norway	1	1	1	1	1
Pakistan	1	1	0	0	0
Papua New Guinea	1	0	0	0	1
Peru	1	0	1	0	0
Philippines	1	0	1	0	1
Romania	1	1	1	1	1
Saudi Arabia	0	0	0	1	0
Singapore	1	1	1	0	0
South Korea	0	0	0	0	1
Spain	1	0	1	0	1
Sri Lanka	0	0	0	1	0
Taiwan	1	1	1	1	1
Thailand	0	0	0	0	1
Ukraine	1	1	0	1	1
United Arab Emirates	0	1	1	1	1
United Kingdom	1	1	1	0	1
Vietnam	0	1	1	0	0
Total International Students	32	32	31	30	30

Command and Staff College Staff/Department Heads		
Name	Title	
Col Thomas Gordon, USMC	Director	
Col Matthew Neumeyer, USA	Deputy Director	
Dr. Jonathan Phillips	Dean	
Mr. Michael E. Ronza	Deputy Director, Ops	
Dr. Craig A. Swanson	Associate Dean	
LtCol Jarrod Stoutenborough, USMC	Warfighting	
LtCol Gregory Sand, USMC	Deputy Warfighting	
LtCol Patrick Eldridge, USMC	Leadership	
Dr. Paul Gelpi	War Studies	
Dr. James Joyner	Security Studies	
LtCol Jeffrey Dennis, USAF	Future Plans	



Command and Staff College Faculty Advisors and Support Staff		
Name	Title	
LtCol Brian McLean, USMC	Conference Group 1	
Dr. Claire Metelits	Conference Group 1	
LtCol Joern Qviller, Norwegian Army	Conference Group 2	
Dr. Lon Strauss	Conference Group 2	
LtCol Anthony Johnston, USMC	Conference Group 3	
Dr. Douglas Streusand	Conference Group 3	
Cdr Stephen Kelley, USN	Conference Group 4	
Dr. Nate Packard	Conference Group 4	
LtCol John Nash, USMC	Conference Group 5	
Dr. Lynn Tesser	Conference Group 5	
LtCol Craig Grant, USMC	Conference Group 6	
Dr. Bradford A. Wineman	Conference Group 6	
LtCol Misca Geter, USMC	Conference Group 7	
Dr. Eric Shibuya	Conference Group 7	
LtCol Kenneth Jones, USMC	Conference Group 8	
Dr. Chris Stowe	Conference Group 8	
LtCol David Preston, USA	Conference Group 9	
Dr. Jorge Benitez	Conference Group 9	
LtCol Zachariah Anthony, USMC	Conference Group 10	
Dr. J. William Gordon	Conference Group 10	
LtCol Anil Harihan, USAF	Conference Group 11	
Dr. Sinan Ciddi	Conference Group 11	
LtCol Douglas Downey, USMC	Conference Group 12	
Dr. Anne-Louise Antonoff	Conference Group 12	
LtCol Patrick Manson, USMC	Conference Group 13	
Dr. Craig Hayden	Conference Group 13	
LtCol Barian Woodward, USMC	Conference Group 14	
Dr. Richard L. DiNardo	Conference Group 14	
LtCol Ken Goedecke, USMC	Conference Group 15	

Dr. Jill Goldenziel	Conference Group 15	
LtCol Jeremy Thompson, USMC	Conference Group 16	
Dr. Matthew Flynn	Conference Group 16	

## 2020 CSC AWARDS

### NIHART AWARD

Major Spencer M. Everingham, USMC

### CASS AWARD (1st Place)

Major Hannah M. Paxton, USMC

### CASS AWARD (2d Place)

Kelly P. Reaves, NGIA

### LEJEUNE AWARD

Major Joshua E. Higgins, Australian Army

### SNEDEKER AWARD

Major Charlie S. Bahk, USMC

### CIA, OFFICE OF MILITARY AFFAIRS INTELLIGENCE

William R. Holloway, Marine Corps Intelligence Activity

### HAMMETT AWARD

Cdr Leandro Marinho Moreira, Brazilian Navy

### STREUSAND-COOPER WRITING

Major Autumn D. Swinford, USMC

### FOREIGN AREA OFFICER ASSOCIATION AWARD FOR INTERNATIONAL AFFAIRS

Rebecca Danis Webb, State Department

### ABCA STAFF COLLEGE PRIZE

Major D. G. C. Wylie, DSD, New Zealand Army

# 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 in order to prepare them mentally, morally, and physically for billets of increased leadership responsibility across the Fleet Marine Force 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.

	2017	2018	2019	2020	2021
Military Students	248	242	247	226	234
Class Composition					
USMC	183	185	182	164	174
USMCR	2	3	3	3	4
USA	21	22	23	23	22
USAF	6	6	13	12	15
USN	15	3	2	2	2
USNR	0	0	0	0	0
USCG	0	0	0	0	0
International Officers	22	23	20	25	19
USMC/USMCR MOS	2017	2018	2019	2020	2021
Personnel and Administration	8	7	6	6	4
Intelligence	15	17	15	13	15
Infantry	32	33	32	21	30
Logistics	17	21	23	21	27
Command & Control	16	23	19	21	22
Field Artillery	16	17	19	11	14
Engineer	10	10	10	7	14

Supply	6	5	8	3	3
Air Command and Control	12	12	11	12	5
Financial Management	4	5	4	3	2
PAO	2	2	1	3	2
Legal	0	2	2	5	3
Military Police and Corrections	3	3	4	5	5
Aircraft Maintenance	5	4	7	7	5
Tanks & AAV	4	4	4	5	7
Aviation Logistics	3	6	4	5	6
Pilots/NFO	29	16	15	14	14
Other MOS	0	0	0	2	0
UAV	0	1	1	0	0

Male / Female Ratio	229/19	217/25	223/24	226/26	226/26
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International Students	2017	2018	2019	2020	2021
Afghanistan	0	1	0	0	0
Argentina	0	0	0	0	0
Bahrain	0	0	0	0	0
Bangladesh	0	0	0	0	0
Belize	1	0	0	1	0
Brazil	0	1	1	1	1
Cameroon	1	1	1	1	1
Canada	1	1	1	1	0
Chile	0	0	0	1	0
Colombia	0	1	1	1	1
Croatia	0	0	0	0	0
Czech	0	0	0	0	0
Djibouti	1	1	0	0	0
El Salvador	0	0	0	0	0
France	0	0	0	0	0
Georgia	1	1	1	2	1
Germany	1	1	0	1	1
Greece	0	0	0	1	1
Hungary	0	0	0	0	0
India	1	1	0	0	0

Indonesia	1	1	2	1	0
Iraq	0	0	0	0	0
Italy	2	1	2	2	2
Jamaica	0	0	0	0	0
Japan	2	2	2	2	2
Jordan	1	0	1	1	1
Korea	1	1	1	1	1
Malaysia	0	0	0	1	1
Mexico	1	1	1	1	1
Morocco	0	0	0	0	0
Mozambique	1	1	0	0	0
Nepal	0	0	0	0	0
Netherlands	1	0	1	1	1
Nigeria	0	0	0	0	0
Norway	0	1	0	0	0
Oman	0	0	0	0	0
Pakistan	1	1	0	0	0
Peru	0	0	0	0	0
Philippines	1	1	1	0	0
Romania	0	0	0	0	0
Saudi Arabia	1	1	1	0	0
Senegal	0	0	0	0	0
Singapore	1	0	1	0	0
Slovakia	0	0	0	0	0
Spain	0	0	1	1	0
Taiwan	1	1	1	1	1
Thailand	0	0	0	0	1
Tunisia	0	1	0	1	1
Turkey	0	0	0	0	0
Ukraine	0	1	0	1	0
UAE	0	0	0	1	0
Venezuela	0	0	0	0	0
Total IMS	23	23	20	25	19

Expeditionary Warfare School Faculty/Staff		
Name	Title	
Col Todd P. Simmons	Director	
LtCol Michael L. Jones	Deputy Director	
Mr. Matthew W. Erickson	Operations Manager	
Dr. Kirklin Bateman	Chief Academic Officer	
LtCol Jane R. Oren	Chief Instructor	
LtCol William D. Chesarek Jr.	Director of Curriculum Development	
Capt Matthew R. Bryan	Adjutant / Administrative Officer	
Cpl Chaise C. Hill	Administrative Chief	
Cpl Shawn M. Spencer	Administrative NCO	
MSgt Mechelle J. Sharpe	Support SNCOIC	
Sgt Quinten A. Franks	Supply Admin NCOIC	
Sgt Daisy B. Materi	Warehouse/Training Chief	
Mr. DeAndre Bradley	Audio/Visual Information	
Dr. Todd T. Holm	Communications Supervisor	
Ms. Rachelle L. Kamrath	Communications Instructor	
Mr. Grant Campbell	Communications Instructor	
Lt Stephen R. Mossman	CDEV Academic Info. Management	
Dr. Todd T. Holm	Communication Supervisor	
Mrs. Rachelle L. Kamrath	Communication Instructor	
Mr. Grant Campbell	Communication Instructor	
LT Stephen Mossman	CDEV Academic Info Mgmt	
Maj Nick Brunetti	Course Director, MAGTF Ops Afloat	
Maj Jeffrey Cummings	MAGTF Ops Afloat	
Maj Nick Brunetti	Future Operating Environment	
Maj Meredith B. Anthony	Course Director, Military Adaptation & Innovation	
Maj Joey W. Williams	Course Director, Warfighting - Doctrine, Profession of Arms	
Maj Edward C. Lipositz III	Course Director, Warfighting - Planning	
Maj David J. Driscoll	Course Director, MAGTF Ops Ashore	
Maj Brian N. Smith	Faculty Advisor	
Maj Jeremiah J. Peter	Faculty Advisor	
Maj James M. Harvey Jr	Faculty Advisor	

Maj Mary C. Blair	Faculty Advisor	
Maj James A. Nilan	Faculty Advisor	
Maj Carolyn M. Hurtado	Faculty Advisor	
Maj Anthony F. Reynolds	Faculty Advisor	
Maj Richard W. Chapman	Faculty Advisor	
Maj Thomas J. Vallely IV	Faculty Advisor	
Maj William J. Jacob	Faculty Advisor	
Maj Eric D. Albright	Faculty Advisor	
Maj William J. Jacob	Faculty Advisor	
Maj Eric D. Albright	Faculty Advisor	
Maj Clinton W. Sovie	Faculty Advisor	
Maj Louis B. Ballard	Faculty Advisor	
Maj Joshua N. Anderson	Faculty Advisor	
Maj Shawn P. Connor	Faculty Advisor	
Maj Louis G. Kalmar Jr	Faculty Advisor	





# 2020 EWS AWARDS

General Roy S. Geiger Award  
Captain Ulysses O. Sosa, USMC

International Military Student Award  
Captain Miguel Ruiz Del Arbol, Spain

Krulak Center Award for Creativity  
Captain Alexander R. Irion, USMC

Captain Larry K. Shipman Memorial  
Award (GCE)  
Captain James J. Hurton, USMC

Major Walter M. Murphy Memorial  
Award (LCE)  
Captain Timothy R. McCoy, USM

Lieutenant Colonel Earl "Pete" Ellis Me-  
morial Award (CWD)  
Captain Matthew W. Schoneweis,  
USMC

Lieutenant Colonel Robert J. Johnson Jr.  
Memorial Award (ACE)  
Captain Matthew W. Cruse, USMC

STREUSAND-COOPER WRITING  
Major Autumn D. Swinford, USMC

Colonel Donald G. Cook Memorial  
Award (Comm)  
Major Corey D. Winters, USMC

First Lieutenant Harry L. Martin Memorial  
Award (Engr)  
Captain Thomas H. O'Brien, USMC

U.S. Field Artillery Award (Arty)  
Captain Steven L. Stansbury, USMC

Major General Michael Ennis Intelligence  
Award (Intel)  
Captain Samuel Y. Winsted, USMC

*Marine Corps Gazette* Writing Award  
1st Place  
Captain Thomas Fischer, USMC

*Marine Corps Gazette* Writing Award  
2d Place  
Captain Joseph W. Hawkinson, USMC

*Captain Patrick M. Rapicault Memorial  
Award (Sister Service)*  
Captain Josh Bloess, Canada

*Lieutenant General John J. Yeosock  
Memorial Award (International Military  
Student)*  
Captain Charles J. Koch, USA

*USNI & Proceedings - Lieutenant Gen-  
eral John A. Lejeune Writing Award*  
Captain Matthew S. Galadyk, USMC

*Mutter Marines Command and Control  
Writing Award*  
Captain Alex M. Roberts, USAF



# COLLEGE OF ENLISTED MILITARY EDUCATION

## MISSION STATEMENT

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

<i>USMC Active Duty</i>					
<b>Enrolled Students</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Sergeants Course	4,961	5,023	4,975	3,802	1,917
Career Course	1,374	1,438	1,500	1,578	1,132
Advanced Course	978	1,012	1,170	1,247	540
Senior Enlisted PME Course	270	259	257	204	128
First Sergeants Course	222	200	223	237	119
Cornerstone (SgtsMaj)	116	104	115	101	56
<b>Graduates</b>					
Sergeants School	4,776	4,979	4,925	3,730	1,882
Career School	1,338	1,431	1,479	1,554	922
Advanced School	958	1003	1,166	1,235	431
Senior Enlisted PME Course	270	258	256	204	104
First Sergeants Course	218	200	223	237	119
Cornerstone (SgtsMaj)	116	104	115	101	56

<i>USMC Reserve Schools</i>					
<b>Enrolled Students</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Sergeants School	250	268	392	607	261
Career School	244	178	193	172	50
Advanced School	96	105	111	107	30
<b>Graduates</b>					
Sergeants School	235	268	392	606	258
Career School	239	178	193	170	50
Advanced School	94	103	111	107	30
*Data current as of 31 August 2020, enlisted schools run through the end of September 2020.					

<b>Enlisted College Key Personnel</b>		
<b>Name</b>	<b>Title</b>	
Col Gaines L. Ward	Director, CEME	
Mr. Blake M. Wilson	Deputy Director, CEME	
Mr. James J. Cohn	Dean of Academics	
Capt Angela Moody, USMC	Education Officer	
Mr. Troy Morton	Associate Dean of Academics	
MSgt Gary King	Reserve PME Senior Enlisted Advisor	
MSgt Eakathat Khanthasa, USMC	Operations Chief	
GySgt Mitchell T. Brown, USMC	Faculty Advisor Course Coordinator	
Mr. Ronald L. Pettigrew	Institutional Effectiveness Officer	
Mr. Phillip R. Gibbons	Learning Analyst	
MSgt Robert Valdez, USMC	Curriculum Development, SNCOIC	
GySgt Kenneth E. Lutch	Enlisted Schools Coordinator	
<b>Academy Directors</b>		
SgtMaj Eric E. Cayson, USM	Director, Senior Enlisted Academy	
SgtMaj Christopher L. Griffith, USMC	Director, SNCOA Quantico	
SgtMaj Jennifer A. Armentrout, USMC	Director, SNCOA Lejeune	
SgtMaj Jason E. Haney, USMC	Director, SNCOA Pendleton	
SgtMaj Jason B. Hammock, USMC	Director, SNCOA Okinawa	
1stSgt Luis Ortega, USMC	Director, Twentynine Palms	
1stSgt Leon S. Parker, USMC	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 in order 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: 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) educates and trains company grade officers and CWO3s in order to prepare them mentally and morally for billets of increased responsibility across the Fleet Marine Force 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. It provides an online prerequisite self-study module followed by four 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, Virginia; Camp Pendleton, California; Camp Lejeune, North Carolina; 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 eight-course program is designed to be completed in two years, although the blended seminar program can be completed in one year at Quantico, Camp Pendleton, and Camp Lejeune. Master's degree credits are also offered in certain disciplines by civilian university partners.

CDET's Continuing Education Program (CEP) continues to evolve. 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. Over 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 on 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. CDET provides Marine Corps distance learning through the use of its E-learning ecosystem. The ecosystem comprised of asynchronous and synchronous educational technologies as well as a video service allows for more creative ways to teach and learn in the twenty-first century.

EWSDEP Completions	2016	2017	2018	2019	2020
Total Students	716	866	862	852	950
USMC	702	852	856	848	945
USA	3	4	1	0	0
USAF	2	1	3	2	2
USN	3	3	1	1	1
USCG	0	0	0	0	0
National Guard	0	1	0	0	0
OSD	0	0	0	0	0
International Officers	6	5	1	1	3
Civilian	0	0	0	0	0
CSCDEP Completions	2016	2017	2018	2019	2020
Total Students	710	686	604	640	549
USMC	602	599	538	587	507
USA	9	5	1	2	1
USAF	24	10	9	7	4
USN	50	33	26	22	17
USCG	2	4	4	2	1
NATIONAL GUARD	1	0	0	0	0
OSD	0	0	0	0	0
Civilian	1	0	0	0	0
International Officers	21	35	26	28	19

ECDEP Completions	2016	2017	2018	2019	2020
Total Students	67,460	65,259	77,456	71,787	76,397
Leading Marines (MarineNet)	27,104	29,925	35,656	32,344	33,924
Corporals Course (MN)	27,198	20,179	24,920	22,559	22,941
Sergeants School (MN) pre-work	8,666	7,523	7,938	7,562	6,952
Sergeants School Seminar Program	-	12	881	1,254	2,001
Career School (MN) prework	2,700	4,553	4,298	3,682	6,402
Career School Seminar Program	739	1,686	1,504	1,379	1,439
Advanced School (MN) prework	1,053	1,381	2,095	2,275	1,754
Advanced School Seminar Program	-	-	164	732	984

CDET Faculty and Staff		
Name	Title	
Mr. Terence Kerrigan	Director	
Mr. Brian Real	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. Kelvin Jackson	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	
Capt Steve Spada	Dep Branch Head	
Ms. Kelly Brown	Portfolio Manager	
Mr. Russ Evans	Portfolio Manager	
Mr. Travis Wakeman	Portfolio Manager	

Mr Dave Major	Portfolio Manager	
Mr. Sean Griffin	Portfolio Manager	
ECDEP		
Mr. Tim Devlin	Associate Dean, ECDEP	
Mr. Jeff Mahalak	Course Director	
Mr. Mike Streib	Course Director	
Mr. Brice Sayer	Course Director	
Mr. Mauricio Velasquez	Course Director	
Mr. Scott Hamm	Course Director	
MSgt Carl Phillips	Course Director	
GySgt John Deslauriers	Course Director	
EWSDEP		
Mr. Stuart Weinstein	Associate Dean, EWSDEP	
LtCol David O'Dell	Course Director	
Mr. Bill Hamlin	Course Director	
Mr. Kent Galvin	Course Director	
Mr. Tye Wallace	Course Director	
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. 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	
Mr. Tim Weber	Regional Chief Instructor ECDEP	
Dr. John Strong	Regional Chief Instructor ECDEP	
Camp Pendleton Regional Campus		
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	
Fort Worth Regional Campus		
Mr. Mike Maciel	Regional Director	
Mr. Jeff Hauser	Regional Chief Instructor CSCDEP	
Mr. Patrick Towey	Regional Chief Instructor, EWSDEP	
Mr. Kelvin Jackson	Regional Chief Instructor, ECDEP	
Hawaii Regional Campus		
Mr. Cos Spofford	Regional Director	
Mr. T.C. Brady	Regional Chief Instructor CSCDEP	
Mr. Juan Williams	Regional Chief Instructor ECDEP	
Mr. Jim Werth	Head, EWSBSP Hawaii Region	
Okinawa Regional Campus		
Mr. Chet Jolley	Regional Director	
Mr. Rufino Gomez	Regional Chief Instructor CSCDEP	
Mr. William Thompson	Regional Chief Instructor EWSDEP/ECDEP	
Quantico Regional Campus		
Mr. Mark Shigley	Regional Director	
Mr. Chis Thompson	Regional Chief Instructor CSCDEP	
Mr. Jim Kelley	Regional Chief Instructor EWSDEP	



Mr. Gary Smith	Regional Chief Instructor ECDEP	
Pensacola Regional Campus		
Mr. Art Adkins	Regional Director	
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. Jim Jamison	Regional Chief Instructor EWSDEP	
Mr. Sylvester Daniels	Regional Chief Instructor ECDEP	
Mr. Pat Tracy	Regional Chief Instructor ECDEP	





# CENTER FOR REGIONAL AND SECURITY STUDIES

## MISSION STATEMENT

CRSS provides regional, cultural, and security studies programming throughout the learning continuum and Marines' careers to enhance Marines' cognitive advantage so they can anticipate and overcome challenges while operating in culturally complex environments.

On the education front, CRSS develops, executes, and manages the Regional and Culture Studies 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 enhance cross-cultural competence within the total force. Sergeants and above (officer and enlisted) are required to complete the rank-associated RCSP 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 RCSP 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 American Council on Education reviewed the RCSP in June 2017, and Marines who complete RCSP 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, RCSP completion will be briefed starting with FY23 promotion boards as a factor in determining the best and most fully qualified.

Additionally, CRSS faculty are available to all Marine Corps University schools to offer electives, panels, lectures, and subject matter expertise to school-house exercises. Additionally, they provide faculty development and brown bag sessions. CRSS faculty offer breadth and depth on area studies, providing Marines the tools to navigate the cultural complexities of contemporary operating environments, mission sets, and relationships.



On the training and operational support line of effort, CRSS maintains an in-house capability, resources, and contract flexibility to provide deploying individuals and units the needed cultural information and subject matter expert support to prepare for upcoming deployments and other operational requirements. CRSS faculty and staff keep materials and resources available for download and can offer in person and VTC classes and support. CRSS also can augment capabilities, if needed, to remain responsive to deploying units' needs and requirements.

**Official website:**

<https://www.usmcu.edu/CAOCL/>

**MarineNet CRSS Dashboard:**

<https://elearning.marinenet.usmc.mil/moodle/course/view.php?id=1509>



CSRR Staff		
Name	Title	
Maj Chris Morton	Director	
Dr. Victoria Clement	EUCOM RCSP Analyst, contractor	
Francis Agola	AFRICOM RCSP Analyst, contractor	
Don Han	INDOPACOM RCSP Analyst, contractor	
Philip Yago	INDOPACOM RCSP Analyst, contractor	
Vern Liebl	CENTCOM RCSP Analyst, contractor	
Gary Garay	SOUTHCOM RCSP Analyst, contractor	
Bryon Ross	RCSP Registrar and Administrator, contractor	
Gus Vanschoick	Instructional Systems Designer, contractor	
Lucas Hartman	Curriculum Designer, contractor	
Erika Tarzi	Assessment Analyst, contractor	
Joshua Biggers	Policy Support Analyst, contractor	
James Johnson	Graphics Designer, contractor	
Whit Foley	Operational Culture and Language Expertise Liaison Officer	
Erik Peterson	Program Manager, contractor	
CRSS Contact Information		
	CRSS_Admin@usmcu.edu	2076 South St.



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

## MISSION STATEMENT

The Commanding General, Education Command/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. 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, USMC (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. Fellows for Academic Year 2020–21 are

CMC Fellowship	AY 20–21 Fellow
<sup>1</sup> Council on Foreign Relations, New York, NY <sup>1</sup>	Col Walker M. Field/8041/0802
<sup>2</sup> Brookings Institution, Washington, DC	Col Steven M. Sutey/8041/0302
<sup>2</sup> Center for a New American Security, Washington, DC	Col Rodrick H. McHaty/8041/0202
<sup>2</sup> Center for Strategic and International Studies, Washington, DC	LtCol Joseph E. Moye/0402/9702/0570

<sup>2</sup> The Atlantic Council, Washington, DC	LtCol Matthew R. Crouch/7532/7562
<sup>3</sup> School of Advanced International Studies (SAIS), Johns Hopkins University, Washington, DC	LtCol Timothy D. Anderlonis/5803
JFK School of Government, Harvard University, Boston, MA	LtCol Matthew E. Woods/0402
Hoover Institution, Stanford University, Palo Alto, CA	LtCol Kenneth J. del Mazo/0802/0505
MIT Security Studies Program, Cambridge, MA	Col(sel) John W. Black/0302/8228
MIT Lincoln Labs, Cambridge, MA	LtCol Patrick J. Seipel/6602/8055
International Security Studies, Yale University, New Haven, CT	LtCol Marco D. Serna/0602
<sup>3</sup> Fletcher School, Tufts University, Medford, MA (ILS)	Maj Jonathan D. Brandon/0202
<sup>3</sup> Fletcher School, Tufts University, Medford, MA (ILS)	Maj Ryan A. Stevens/7532
<sup>3</sup> Logistics Fellow, Penn State University (TLS)	LtCol Morina D. Foster/0402
<sup>3</sup> Logistics Fellow, Penn State University (ILS)	Maj Matthew J. Dillon/3002
United States Institute of Peace (USIP), Washington DC	Unassigned
Department of State, Washington, DC	LtCol Cornelius D. Hickey/1802/0505
Department of Justice, Washington, DC	LtCol William D. Hood/4402
United States Agency for International Development (USAID)	LtCol Romeo P. Cubas/1802/8241/3002
Department of Homeland Security, Washington, DC	LtCol Alan J. Clarke/7565
<sup>4</sup> Department of Homeland Security, Washington, DC	LtCol Amelia B. Kays/4402
<sup>5</sup> Secretary of Defense Executive Fellow (Sikorsky, Stratford, CT)	LtCol Jenny A. Colegate/6002

<sup>5</sup> Secretary of Defense Executive Fellow (Norfolk Southern Corp, Atlanta, GA)	Col Christopher L. Bopp/8041/0302
<sup>5</sup> Secretary of Defense Executive Fellow (MicroSoft Corp, Reston, VA)	LtCol Marcus J. Reynolds/ 8061/1302
<sup>6</sup> U.S. Chamber of Commerce, Washington, DC (ILS)	Maj Jimmy L. Housley Jr./3404
<sup>6</sup> USAID/Bureau of Humanitarian Assistance (BHS), Washington, DC (ILS)	Maj Tyler J. Anthony/0302
<sup>4,6</sup> USAID/Bureau of Humanitarian Assistance (BHS), Washington, DC (ILS)	Maj Laurence S. Paik/0202/8248
<sup>6</sup> FedEx Express, Memphis, TN (ILS)	Maj Brandon P. Mokris/0402
<sup>6</sup> Morgan Stanley/Cyber, New York, NY (ILS)	Maj Jay E. Austin/1702
Defense Advanced Research Projects Agency (DARPA), Arlington, VA	Maj Joseph P. Murphy/0302

<sup>1</sup>Senior CMC Fellow, nominated by the CMC and selected by the Council on Foreign Relations

<sup>2</sup>Senior CMC Fellow

<sup>3</sup>Fellowship leads to a master's degree

<sup>4</sup>USMCR Assignment

<sup>5</sup>SecDefExecutiveFellows; corporation assignments change annually

<sup>6</sup>CMC National Fellow

## 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 academic year 2020–21 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)	Col Eric D. Purcell/8042/7566 (Jan–Dec 2020)
Australian Defence College (Jan – Dec) (every 4 years)	LtCol Scott E. Stephan/0302
Indian National Defence College (every 4 years)	Col Paul F. Meagher/4402 (Jan–Dec 2020)

Inter-American Defense College, Ft McNair (annual)	LtCol Jose A. Gonzalez II/ 0402
Israeli National Defense College (annual)	LtCol Timothy J. Scott/0370
Japan, National Institute for Defense Studies (biennial)	LtCol John A. Fallon/6002
NATO Defense College (2 per year/6 month course)	LtCol Joseph M. Garaux/0402 and LtCol Anthony S. Sferrazza/7532* (Sep 2020–Feb 2021), LtCol Carl J. Punzel/6602 (Feb–Jun 2021)
Pakistan National Defence University (every 4 years)	Next Fill: AY 2022-23
UK-Royal College of Defence Studies (biennial)	Col David B. Moore/ 8042/7565
Foreign Professional Education: Intermediate Level Schools	
Argentine Naval Command and Staff (biennial)	Maj Steven R. Haack/0602 (Dec 2020–Dec 2021)
Australian Joint Command and Staff (annual)	LtCol (sel) Jared L. Reddinger/0302 (Jan - Dec 2020) Maj Matthew M. DiStefano/ 3002 (Jan–Dec 2021)
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 (Jan–Dec 2021)
Canadian Joint Command and Staff (annual)	Not Filled AY 2020–21
Colombia Command and Staff College (triannual)	Maj Gabriel I. Christianson/ 1302 (Dec 2020–Dec 2021)
French Command and Staff College (annual)	Maj Matthew P. Brousseau/ 0802 (Dec 2019–Jun 2021) Maj Philip O. Flambert/0302 (Aug 2020–Jun 2022)
Japanese Command and Staff College (annual)	Maj James S. Smith/0602 (Jul 2019–Mar 2021) Maj Oryan J. Lopes/0302 (Dec 2020–Dec 2021)
Korean Joint War College (C&S) (annual)	Maj Henok S. Hall /0602 (Jan–Dec 2020) LtCol(sel) Alexander G. Cole/7563 (Jan–Dec 2021)
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 Nathan T. Rasmussen/ 7202 (May 2020–Jun 2021)
Spanish Joint Command and Staff College (biennial)	Maj John L. Belsha/7525 (Jun 2020–Jun 2021)
UK, Advanced Command and Staff Course (annual)	Maj Clark K. Smith/0302
Western Hemisphere Institute for Security Cooperation (WHINSEC) (annual)	Maj Alejandro G. Elizalde/ 0602

## 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 between two and three years in the assigned country while taking 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
Berlin, Germany	Maj Christopher A. Smith/ 7588	2018–20
Ljubljana, Slovenia	Maj Christopher N. Hart/7565	2019–21
Bogota, Colombia	Maj Patrick A. Schrafft/0802	2019–21
Tel Aviv, Israel	Maj Joshua C. Waddell/0302	2019–21
Florianopolis, Brazil	Capt Michael J. McHugh/3002	2020–22
Taipei, Taiwan	Capt Jonathan M. Parker/0302	2020–22
Muscat, Oman	Capt Colton J. Oviatt/0302	2020–22
Bangkok, Thailand	Capt Joseph D. Deavenport/0207	2021–23
Seoul, Korea	Capt (sel) Miguel A. Nieves II/3002	2021–23





# LEJEUNE LEADERSHIP INSTITUTE

## MISSION STATEMENT

The Lejeune Leadership Institute (LLI) develops leadership training, education, and policies in order to facilitate the development of ethical leaders firmly rooted in Marine Corps heritage of selfless service, core values, and warfighting excellence. To achieve this, the 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. The LLI also facilitates leadership training and education for both uniformed and civilian leaders.

The 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.

## DEGREE

Civilian Leadership Development program provides courses and seminars that award professional certificates accredited by either the Graduate School, USA; several other learning institutions, and CEUs from the HQMC (FM) COI for financial management and acquisitions communities and used by the entire civilian workforce to meet annual leadership requirements. The Executive Education Program (EEP) provides professional certificates in selected courses offered in the program.

## CORNERSTONE PROGRAM

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

The Commandant of the Marine Corps established the Commanders' Program in 1993 in order 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 in order 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. The 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 established the Commandant's Professional Reading Program in 1988. Each Commandant since then has placed his 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 the 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. The 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).

MCCLDP is progressive leadership development through a nonsequential four-tiered approach. This program consists of leadership modules available on MarineNet, local leadership programs funded by the LLI, Leadership Development Seminars and Centrally Managed Courses, which are board-selected and grade-level specific. Due to budgetary constraints, participation has been adjusted accordingly. However, the 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 the 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 the 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, CMC directed the 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 in order 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.

	2017	2018	2019	2020
Total Students	2,088	974	965	617
Military Students				
USMC (CLDP)	56	26	7	12
USA	5	0	3	0
USN	10	0	5	0
USMC Commanders Program (Officers)	243	231	261	104

USMC Commanders Program (SgtsMaj)	61	88	103	56
Spouses of Commanders and SgtsMaj	183	188	167	86
USMC General Officers Participating in the Executive Education Program (EEP)	60	48	61	29
<b>Total Military</b>	<b>618</b>	<b>581</b>	<b>607</b>	<b>287</b>

Civilian Students	2017	2018	2019	2020
Federal Employees of the Marine Corps (All communities of the civilian workforce)	1,454	374	345	320
USMC Senior Executives (SES) participating in the Executive Education Program (EEP)	16	19	13	10
<b>Total Civilian</b>	<b>1,470</b>	<b>393</b>	<b>358</b>	<b>330</b>

Principal Staff		
Name	Title	
Col Seth L. Ocloo	Director	
Dr. James I. Van Zummeren	Deputy Director	
Dr. Paolo G. Tripodi	Head, Ethics Branch	
LtCol Matthew J. Kessler	Marine Leader	
1stSgt Monica Cervantes	Marine Leader	
Capt Jay White	Marine Leader	
Mr. Jamie Deets	Head, Civilian Leader	
Mr. Bruce Norton	Civilian Leade	
Vacant	Civilian Leader Course Manager	
Dr. David A. Walker	Head, Professional Programs	
Vacant	Professional Programs	
Vacant	Executive Education Program	
Mr. Ronald Hopchak	Administrative Officer	



# 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 in order 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.

Graduates	2017	2018	2019	2020
SEPME <sup>1</sup>	258	256	204	104
USAF (E-8)	-	-	2	INC
Germany	-	1	-	-
Norway (E-8)	-	0	3	-
Civilian - USAID	-	-	1	INC
First Sergeants Course <sup>1</sup>	199	223	237	119
Cornerstone Course <sup>1</sup>	68	90	101	56
SPC and RSSC (USMC Officer)	38	43	56	INC
Total Military	602	639	663	-
Total International Students	-	1	3	-

Male / female ratio	2017	2018	2019	2020
Male / female ratio (SNCO)	545/19	572/24	574/33	INC
Male / female ratio (SPC and RSSC)	36/2	41/2	54/3	30/3

<sup>1</sup> These three courses are also reported under College of Enlisted Military Education

\*INC = data still being collected

Principal Staff		
Name	Title	
Mr. Ray Damm	Director	
Ms. Kathleen Gallaher	Communication	
Mr. Rick Hawkins	Senior Enlisted Mentor	
Mr. Paige Chandler	MIG Faculty	
Mr. Twayne Hickman	MIG Faculty	
Mr. Brian McCrary	MIG Faculty	
Mr. Kelly Scanlon	Senior Enlisted Mentor	



# RESEARCH & OUTREACH





# GENERAL ALFRED M. GRAY JR. MARINE CORPS RESEARCH CENTER

## MISSION STATEMENT

The General Alfred M. Gray 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.

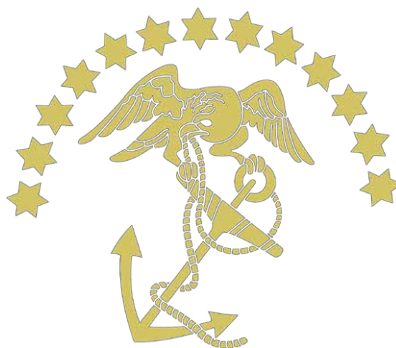
The Library of the Marine Corps (LoMC) consists of three branches: Research Branch, Virtual Branch, and Quantico Base Library. Research and Virtual Branches directly support Marine Corps University. Research Branch provides patrons with access to print and electronic books, journals, and current scholarly research in support of professional military education. Its services consist of instructing and assisting patrons in selecting and using most appropriate resources for their individual research needs, interlibrary loan, and copyright approval services for students and faculty. The Virtual Branch manages acquisition and administration of software applications, digital information resources, and systems used to catalog and provide access to the LoMC's electronic resources. It ensures effective delivery of digital information and research resources to MCU students, faculty, and staff both on and off campus. Quantico 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 aboard MCB Quantico. The GRC Conference Center is available for professional meetings and conferences that enhance and support the University's mission. The GRC contains 10 meeting rooms that hold from 8–30 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.

### **Website:**

<https://grc-usmcu.libguides.com/library/home>

Principal Staff		
Name	Title	
Gregory Cina	Director, Library of the Marine Corps	
Monika Maslowski	Head, Virtual Library	
Richard Freeman	Head, Quantico Base Library	
Matthew "Ryan" Musselman	GRC Event Coordinator	





# 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 in order 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 first of the World War I commemorative series and the Vietnam War commemorative series. Topics currently being researched and written about include a history of Marines in the Frigate Navy, Operation Dewey Canyon during the Vietnam War, and the definitive Marine Corps History of Marines in the American Civil War. Historians also conduct and transcribe 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 historians also seek out career interviews on those Marines who shaped the setting of policy, doctrine or had a major, long-lasting effect on the Marine Corps.

## HISTORICAL RESOURCES BRANCH

The archives of the Marine Corps contain a wide range of records that include the official command chronologies, collected from every command and unit in the Marine Corps. Many records are digitized and cataloged to make them

available to the widest audience possible and maximize their utility to the Marine Corps. The collection holds official documents and a large number of personal papers collections that reflect the long and varied history of the Marine Corps. The archive 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 Marine Corps University president.



The branch holds extensive nonarchival internal working files covering areas of interest to the Marine Corps grouped by subject, biography, unit, and photographs. The files are used to answer questions from a wide patron base ranging from members of congress, the Commandant's office to young citizens writing about the Marine Corps. The branch researches and verifies command and unit participation in different exercises and campaigns to create an accurate Unit Linage and Honors Certificates and award the appropriate associated campaign streamers. The Commemorative Naming Program researches Marine Corps history to ensure that Marine Corps buildings, facilities, and streets are named for deserving Marines.

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### 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. Nevglowski	Director	
Mr. Paul J. Weber	Deputy Director	
Dr. Frank Kalesnik	Chief Historian	
Ms. Alisa Whitley	Marine Corps Archive Branch Head	

# MCUP

## MARINE CORPS UNIVERSITY PRESS

### MISSION STATEMENT

MCU Press publishes original scholarly, peer-reviewed research (books, journals, and other forms of research) in military history, national security, international relations, and political science realms for worldwide communities. As a government military publisher, the press disseminates these products to research libraries, institutions, and scholars at no charge. The press also serves the faculty, staff, and students at Marine Corps University by publishing on topics related to the history, culture, politics, and future of the Corps and the U.S. military.

Marine Corps University Press (MCUP) recognizes the importance of an open dialogue between scholars, policy makers, analysts, and military leaders and of crossing civilian-military boundaries to advance knowledge and solve problems. To that end, MCUP focuses on books and periodicals that provide a forum for interdisciplinary discussion of national security and international relations issues and how they impact the Department of Defense, the Department of the Navy, and the U.S. Marine Corps directly and indirectly.

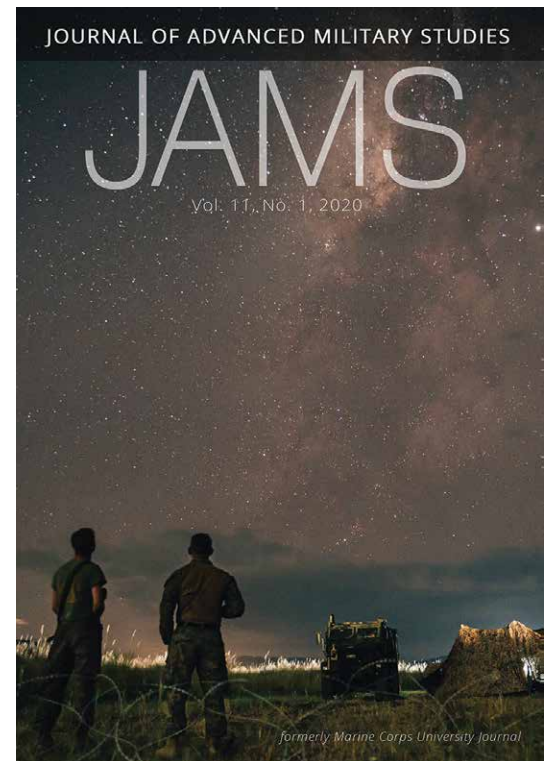
MCU Press strives to establish its identity as an internationally recognized publisher of research in military history, national security, international relations, and political science, thereby advancing scholarship, enlarging our understanding of the world in which we live, and improving the ability of the U.S. military to serve this country. Publishing academic works of distinction enhances the reputation of the university and its faculty and staff, and it functions as a critical tool for connecting the university with the larger research community and the world. Publishing timely works in partnership with the university encourages students to become lifelong learners with an intention to share their knowledge.

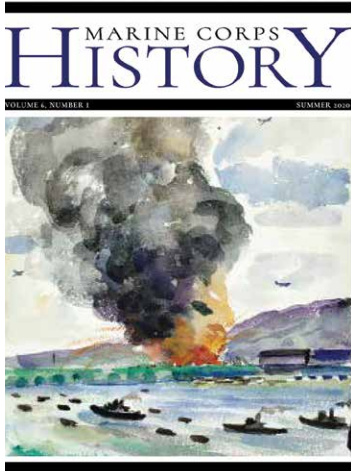
### EDUCATION

We publish peer-reviewed scholarship with an impact on research and education in and out of the classroom.

### COLLABORATION

We cooperate formally with numerous scholarly societies, associations, and educational institutions to publish original





scholarship. We offer noncommercial solutions to the publishing challenges facing academic institutions and partner with external like-minded publishers and agencies to benefit our customers and improve the quality and reach of our content.

### QUALITY

Our publications, whether book or journal, print or digital, mirror our commitment to scholarly and customer-oriented quality while being responsible stewards of federal dollars.

### INTERNAL/EXTERNAL COMMITMENTS

We build relationships internally, with our colleagues across the university and at the other Service schools, as well as outside the university with researchers, scholars, policy makers, and institutions worldwide.

### INTEGRITY

We conduct our operation in a manner that is fair, environmentally friendly, economically balanced, honest, and respectful of a diverse community.

Principal Staff		
Name	Title	
Angela Anderson	Director, Marine Corps University Press	
Jeffrey Moravetz	Warehouse and Distribution Manager	
Editing		
Jason Gosnel	Managing Editor, MCUP and <i>Journal of Advanced Military Studies</i>	
Stephani Miller	Managing Editor, <i>Marine Corps History</i>	
Christopher Blaker	Managing Editor, <i>Expeditions with MCUP</i>	
LaToya States	Manuscript Editor	
Design		
Robert Kocher	Art Director	
Jose Esquilin	Designer (Multimedia)	
Emily Howard	Designer	
www.usmcu.edu/mcupress		



# 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 in order to expand the Corps' competitive edge and improve our warfighting effectiveness. The center's activities follow four lines of effort (LOE):

### **LOE 1—Student Support:**

Increase student collaboration and enhance learning opportunities within Marine Corps University and other schools.

### **LOE 2—Instructor Support:**

Develop opportunities for faculty development, curriculum facilitation, and administrative support for academic chairs.

### **LOE 3—Advanced Educational Opportunities:**

Support Marine Corps University in developing creative problem-solving opportunities in their curricula.

### **LOE 4—Outreach/Collaboration:**

Expand the center's connections across the innovation and PME communities of interest, and develop strategies to raise awareness of, and access to, the center's activities in distance learning campuses and the FMF.

## **Contact Information**

Ms. Valerie A. Jackson

Director, Brute Krulak Center for Innovation and Creativity

# 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	
Dr. James Lacey	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	
Dr. Andrew Scobell	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	
Dr. Yuval Weber	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

**Preserving our Past, Influencing the Present, Inspiring the Future** - The National Museum of the Marine Corps (NMMC) preserves and exhibits the material history of the U.S. Marine Corps; honors the commitment, accomplishments, and sacrifices of Marines; supports recruitment, training, education, and retention of Marines; and provides the public with universally accessible platforms for the exploration of Marine Corps history.

## PURPOSE

The National Museum of the Marine Corps (NMMC) presents history as seen through the eyes of Marines. Spanning the country's history from our birth in 1775 through the end of the Vietnam War, the Museum traces the path of our nation in turmoil and growth, showcasing the legacy of Marines' sacrifices during conflict and service in humanitarian efforts. With unique artifacts like the flag flown on Mount Suribachi on Iwo Jima, a Revolutionary War powder horn, and aircraft that helped turn the tide of war, NMMC has something for everyone. NMMC continues working on new exhibits and galleries covering the years from 1976 through the Global War on Terrorism. These new galleries will take visitors to Somalia, Beirut, Operations Desert Shield/Desert Storm, humanitarian efforts around the globe, the tragic events of 9/11, and into Iraq and Afghanistan. Stories in the galleries explore the role of the Marine family, the price of freedom, and even Marines who are also professional athletes.

The museum 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.

A robust education program reaches out to area classrooms and hosts more than 50,000 students on site annually. The distance learning program reaches students around the world. NMMC provides many professional military education opportunities for Marines and engages with the community to deliver programs related to the history of the Corps. Professional museum staff is assisted by more than 350 volunteers. These volunteers give life to the museum by interpreting the exhibits in a way that text panels and artifacts alone cannot do. Volunteers also provide support to the NMMC Education and Restoration staff.

Marine Corps Command Museums are located at Recruit Depots San Diego and Parris Island and at Marine Corps Air Station Miramar, which reflect the unique interests and objectives of those facilities; Camp Pendleton hosts historical displays related to the installation’s mission. NMMC provides technical support, professional development opportunities, and guidance to the staff at the Command Museums.

Principal Staff		
Name	Title	
Annie Pardo	Director, National Museum of the Marine Corps	
David Vickers	Deputy Director	
Gwenn Adams	Strategic Communications Chief	
Rachel Clark	Audience Support Branch Chief	
Chuck Girbovan	Exhibits Branch Chief	
Ben Kristy	Collections Branch Chief	
Scott Yost	Operations Branch Chief	





# ASSOCIATIONS



# MARINE CORPS UNIVERSITY FOUNDATION, INC.

## MISSION STATEMENT

To enrich and enhance the Marine Corps University PME programs and initiatives through supplemental funding to hone critical thinkers, leaders, and warfighters of the twenty-first century. The MCU Foundation supports MCU outreach through the MCU Alumni Association to unite alumni, connect transitioning Marines, cultivate MCU esprit de corps, and highlight distinguished alums of Marine Corps University.

More than 40 years strong, the Marine Corps University Foundation is the steady and unwavering organization whose sole mission is to look to the future alongside MCU and ensure support for the warfighter each academic year. *Marine Corps University Foundation supports the Professional Alma Mater of Marines.*

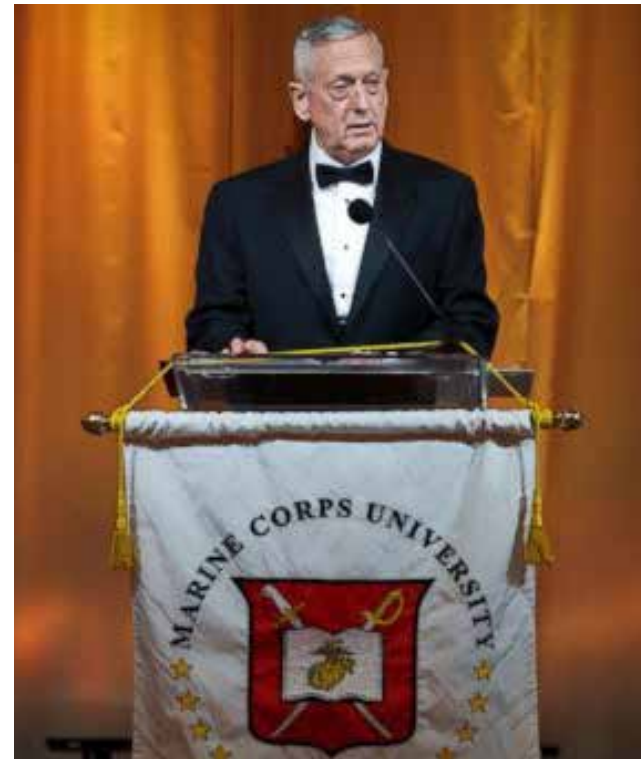
## ABOUT MCU FOUNDATION

The Marine Corps University Foundation is a 501 (c)(3) nonprofit organization established in 1980.

Through the generosity of donors and corporate partners, MCUF fulfills the need for program support where federal funds cannot.

MCUF's history and tradition of success began with the founders who created and continued the legacy of education enrichment to the Marine Corps University. Beginning with General Chapman, General Barrow to General Mundy and General Conway, former Commandants of the Marine Corps stood at the helm of The foundation for more than 40 years. [www.MCUF.org](http://www.MCUF.org)

MCUF supports every schoolhouse at Marine Corps University: the College of Enlisted Military Education, the College of Distance Education and Training, Expeditionary Warfare School, Command and Staff College, the School of Advanced Warfighting, the Marine Corps War College, and other MCU education entities. The foundation supports the MCU Alumni Association. The MCU Alumni platform serves the university outreach mission and is a growing association of graduates who connect, mentor, and organize through the official alumni platform. [www.MCUalumni.com](http://www.MCUalumni.com)



MCUF Program Support	
Distinguished Academic Chairs	
Distinguished Lecture Series	
The Brute Krulak Center for Innovation and Creativity	
The Quatrefoil Club at EWS	
Senior Mentors for Wargaming	
Student and Faculty Research and Awards	
MCUF Distinguished Academic Chairs:	
Dr. Christopher Harmon	Donald Bren Chair of Great Power Competition
Dr. Andrew Scobell	Donald Bren Chair of Non-Western Strategic Thought
Dr. Yuval Weber	Donald Bren Chair of Russian Military and Political Strategy
Mr. Donald Bishop	Donald Bren Chair of Strategic Communications
Dr. Brandon Valeriano	Donald Bren Chair of Military Innovation
Mr. JD Work	Donald Bren Chair of Cyber Security and Conflict
Mr. Kael Weston, Kim T. Adamson	Chair of Insurgency and Terrorism
Dr. James Lacey	Major General Matthew C. Horner Chair of Military Theory
Dr. Williamson Murray	Ambassador Anthony D. Marshall Chair of Strategic Studies
Distinguished Lectures, Symposia and Scholar programs	
General Graves B. Erskine Distinguished Lecture Series	
Sergeant Walter K. Singleton Distinguished Lecture Series (CEME)	
Mutter Marines Command and Control Symposium (EWS)	
The Barrow Fellows - The Krulak Center	

Foundation Special Event Awards
Semper Fidelis Award and Dinner
Major General Russell Leadership Award and Luncheon
Semper Fidelis Golf Classic
The Chapman Medal
Foundation Awards for Students and Faculty
The Dr. Elihu Rose Award for Teaching Excellence
The First Special Basic Class of 1950 Technology Writing Award
Colonel I. Robert Kriendler Memorial Award
The International Military Student Award for Excellence
BGen Thomas V. Draude Award for excellence Scholarship: EWSDEP & EWSBSP
The Streusand-Cooper Writing Award
Colonel Franklin Brooke Nihart Award
Gung Ho Award: NCO School class across our Corps
Lieutenant Colonel Vic Taylor Award for Leaders of Infantry (IOC)
Major General Edwin B. Wheeler Award for Infantry Excellence

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 office at MCB Quantico.

**Marine Corps University Foundation, Inc.**  
P.O. Box 122 / 715 Broadway Street Annex 200 / Quantico, VA 22134-0122  
[www.MCUF.org](http://www.MCUF.org)



# 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

MCA&F 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* of the Marines, 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](http://www.mca-marines.org/foundation).

In addition, The MARINE Shop, located in both Quantico, VA and online at [www.marineshop.net](http://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.



Staff NCO Academies Awards
Honor Graduate - SgtMaj Dan Daly Award Trophy
MCU Writing Contest Awards
1st Place overall – Professional Military Education 4 Categories by Rank
1st Place in each category - \$300 and plaque
2nd Place in each category - \$200 and plaque
3rd Place in each category - \$100 and plaque
General P X Kelley Air War College Writing Award
1st Place - \$1,000 and plaque
General Thomas Holcomb Army War College Writing Award
1st Place - \$1,000 and plaque
Colonel Bevan G. Cass Command and Staff College Writing Award
1st Place - \$1,000 and plaque
2nd Place - \$500 and plaque
Lt General John F. Sattler Eisenhower School Writing Award
1st Place - \$1,000 and plaque
Lt General P I VanRiper MCWAR Writing Award
1st Place - \$1,000 and plaque
Colonel Richard A Christie National War College Writing Award
1st Place - \$1,000 and plaque
Lt General Victor "Brute" Krulak Naval War College Writing Award
1st Place - \$1,000 and plaque
Senior Enlisted PME Course Writing Award
1st Place - \$200, plaque and book (5 times/year)
EWS Writing Awards
Gazette 1st Place - \$750 and plaque
Gazette 2nd Place - \$500 and plaque
Gazette Honorable Mention – plaque
Rapicault International Service Award - \$500 and plaque

Yeosock Joint Service Award - \$500 and plaque
Krulak Center Awards
Krulak Creativity Award for EWS - \$500 and plaque
Krulak Creativity Award for MCWAR - \$500 and plaque
Krulak Creativity Award for SAW - \$500 and plaque
Krulak Creativity Award for Command & Staff - \$500 and plaque
EWS Academic Awards
Ellis Memorial Award – Iwo Jima Pewter Statue
Murphy Memorial Award – Iwo Jima Pewter Statue
Shipman Memorial Award – Iwo Jima Pewter Statue
MCWAR Academic Awards
3 Distinguished Graduate Awards - \$250, certificate and frame





# 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, the 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, the 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 our 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 ASSOCIATED 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 our classroom for further instruction. This initiative is another way for the museum to educate young people not only about the history of our 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 masters and doctoral thesis, fellowships, and research grants. Links to applications and information can be found on the foundation's website, [www.marineheritage.org](http://www.marineheritage.org).

## **INTERNSHIPS**

The Marine Corps Heritage Foundation facilitates internships with the National Museum of the Marine Corps and the History Division of the Marine Corps University, offering stipends to participating college students. The museum and History Division offer 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](http://www.marineheritage.org)





# 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, to include assisting with Joint PME requirements; developing MCU academic policy; and managing the curricula review process. The director serves 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

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. 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.

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

**Contact Information**

Maj Rachael Pitts  
Director, Administrative Services  
mcu\_student\_services@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  
Submit general assistance requests to mcu\_civpers@usmcu.edu

## EDUCATIONAL TECHNOLOGY DEPARTMENT

**PURPOSE**

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 those in support of training and education initiatives throughout the Marine Corps.



The 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 eLearning Ecosystem, 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. This branch makes an effort to synchronize the requirements and subject matter expert (SME) participation with Headquarters Marine Corps (HQMC) agencies/directorates and other USMC commands for the MarineNet eLearning Ecosystem DL course designs, development, and delivery. Furthermore, the branch serves as CDET's liaison to the Naval Postgraduate School in order to facilitate and coordinate research projects in support of CDET initiatives.

Current requirements are facilitated through the MarineNet eLearning Ecosystem Branch, which is responsible for the day-to-day operations and management of the MarineNet eLearning Ecosystem. 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. The MarineNet eLearning Ecosystem provides the electric distance learning platforms that host, test, and deliver 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, technical issues tracking, requirement identification, and coordination of internal and external support related to CDET's mission.

The Capabilities Support Branch builds on the support of the MarineNet eLearning Ecosystem Branch by assisting the MCU and TECOM 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. 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, as well as the distance and eLearning programs.

**Contact Information**

Larry E. Smith II, EdS  
 MCU Director of Ed Tech/CDET Technical Director  
 larry.smith@usmcu.edu

Principal Staff		
Name	Title	
Ms. Flora Stone	Deputy Director/Head, MarineNet Branch	
Ms. Erika Jacobs	Capabilities Support Branch Head	
Mr. Sean Rugge	LSS Enterprise Developer	
Capt John Mutton, USMC	MarineNet Officer	
Capt Steven Krajewski, USMC	Emerging Technologies Officer	

Mr. David Sonnier	Modeling and Simulation, C-2 Systems Lead	
Ms. Kristen Stringer	LMS Officer	
Mr. Chris Marking	Information Technology Specialist	
Ms. Teresa Valcourt	Assistant MarineNet Officer	
Vacant	Educational Technology Specialist	

## 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: [MCU\\_Facilities@mcu.edu](mailto:MCU_Facilities@mcu.edu)
- Supply Branch—materiel procurement
  - Helpdesk:
- Logistics Branch—motor transportation and parking
  - Helpdesk:

### Contact Information

Mr. Ronald Reese  
 Director of Facilities & Logistics

## FACULTY DEVELOPMENT AND OUTREACH

### FACULTY DEVELOPMENT

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.

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

## **OUTREACH**

The MCU Outreach Program includes various areas of outreach to include: Academic Research Assistant, Volunteer, and Internship Program, Speakers Bureau, and collaborative working arrangements with outside agencies and organizations.

### **Academic Research Assistant, Volunteer, and Internship Program Purpose:**

The Academic Research Assistant, Internship, and Volunteer Programs are designed to provide support to Marine Corps University faculty and staff. In general, faculty and staff, working with their educational program deans/directors, will be responsible for screening, selecting, evaluating, and coordinating all details regarding research assistants and interns. MCU research assistants (RAs) provide support on a variety of tasks and projects and are funded by the Marine Corps University Foundation (MCUF), pending available funding. Volunteers may work with faculty at the discretion of the faculty member and dean/director. Applicants must be U.S. citizens, 18 years of age on or before the first day of reporting for duty.

### **MCU Speakers Bureau:**

The purpose of MCU Speakers Bureau is to allow the Marine Corps University to share the expertise of its diverse faculty through community engagement by offering our faculty members the opportunity to provide their views over a broad range of informative topics during community events. In the interest of improving faculty outreach and brand messaging, faculty members are provided the opportunity to participate in speaking engagements outside of the university.

The Speakers Bureau is a group of faculty members, with relevant expertise, who volunteer as potential speakers to educate and inform the public and sponsoring organizations about the Marine Corps, Marine Corps University and its PME continuum and educational programs, specific aspects of the PME curricula, and other military-related academic subjects (e.g., military history and leadership). The mission of the Marine Corps University Speakers Bureau is to offer speakers who are particularly educated and knowledgeable about certain subject matters or with experiences related to MCU's mission and to educate and inform the public and sponsoring organizations about the Marine Corps, Marine Corps University, and its professional military education (PME) continuum and educational programs. Specific topics include but are not limited to PME curricula and other military-related academic subjects (i.e., military history and leadership), issues in education, and critical thinking.

### **Collaborative Working Relationships:**

The purpose of these working reciprocal relationships is to engage and collaborate with those agencies outside of MCU in order to support the MCU Strategic Plan, Critical Task 4.3.1: Identify engagement opportunities that progressively increase faculty and staff understanding of the Marine Corps, military Services, Department of Defense, and the National Security environment. These collaborative working relationships allow for sharing of resources as well to include periodic faculty exchanges and other similar activities.

See also MCU Director of Research.

### **Contact Information**

Kimberly Florich, EdD  
MCU Faculty Development and Outreach Coordinator  
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

Submit general assistance requests to [mcu\\_fiscal@usmcu.edu](mailto: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/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

Submit general assistance requests to [helpdesk@usmcu.edu](mailto: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 2019–20, the LCSC faculty members taught 120 hours of courses, classes, and workshops, and they reviewed 1876 writing and speaking projects, having worked with 77 percent of MCU students, 100 percent of international military students, 86 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

Brandy Lyn G. Brown, PhD  
Director, Leadership Communication Skills Center  
Gray Research Center, Rooms 123-125  
LCSC@usmcu.edu

# MCU DIRECTOR OF RESEARCH

## PURPOSE

Research and outreach are critical parts of the intellectual climate of the Marine Corps University. These activities bring new knowledge into the classroom, equip decision-makers with relevant analyses, and contribute to the reputation of the university. In addition to the dedicated capabilities described in this section, MCU's faculty, staff, and students conduct research on a broad range of topics relevant to national security affairs.

MCU's Speakers Bureau helps connect MCU's experts to civic organizations, schools, businesses, and other public groups. MCU's faculty, staff, and students also connect the university to other national security organizations, local communities, and academic professional associations in the U.S. and abroad through collaborative projects, invited talks, conference participation, and professional service.

See also Faculty Development and Outreach.

Principal Staff		
Name	Title	Phone
Dr. Kerry Fosher	Director of Research	

## OPERATIONS DIRECTORATE

### PURPOSE

The Operations Directorate is responsible for synchronizing current and future operations across MCU/EDCOM in order to increase situational awareness, decrease conflicts, and build synergy across the organization. The office also develops an integrated biweekly 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.
- Manage and oversee all of EDCOM/MCU Mission Assurance equities.

### Contact Information

LtCol Robert D. Johnson

Deputy Vice President for Operations and Plans / Director of Operations

For room reservations go to: [mcu\\_room\\_reservations@usmcu.edu](mailto:mcu_room_reservations@usmcu.edu)

## PLANS DIRECTORATE

### PURPOSE

The Plans Directorate is responsible for institutional-level strategic planning and other university-level planning requirements in order to develop shared situational awareness and help decision-makers direct and coordinate university activities. The office's primary responsibility is development and implementation of the university's *Strategic Plan*. Plans

also supports university requirements for planning with HHQ and other external agencies, as well as quality process improvement, integrating reporting processes across university platforms in support of decision-making, and providing support to current and future operations across MCU/EDCOM. Support is broken down by the following types of requests/activities:

#### Plans

- Supervise the development, implementation, and assessment of the *MCU Strategic Plan*.
- Organize and conduct MCU-level Operational Planning Teams (OPTs), as required.
- Oversee the conduct of the MCU President's Planning Council (PPC).
- Develop and manage the command's formal Quality Process Improvement Board (QPIB) and also informal process improvement activities to examine designated processes, and to develop solutions to increase their efficiency or effectiveness.
- Perform other duties in support of MCU current, future, and planning activities, as directed.

#### Contact Information

Mr. Robert S. Peterson  
Director of Plans

# 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: Survey Creation, Administration, and Analysis

- Receive Invitational Travel Orders (ITO) and coordinate pick up at airports and temporary billeting
- Process living allowances
- Departure travel arrangements and accommodations per Invitational Travel Orders (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
- DVM 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)

Submit general assistance requests to [angela.miller@usmcu.edu](mailto:angela.miller@usmcu.edu) or [mcu\\_imso@usmcu.edu](mailto:mcu_imso@usmcu.edu)



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