

Subj: AY16 MCU INSTITUTIONAL EFFECTIVENESS ASSESSMENT REPORT



From: Director Institutional Research, Assessment, and Planning, Marine Corps University  
To: President, Marine Corps University  
Via: Vice President for Education, Integration, Operations, and Plans Marine Corps University

Subj: ACADEMIC YEAR 16 MARINE CORPS UNIVERSITY INSTITUTIONAL EFFECTIVENESS ASSESSMENT REPORT – Administrative and Educational Support Units

Encl: (1) Vice President of Education, Integration, Operations, and Plans (VPEIOP) Institutional Effectiveness Assessment Report and 4-Column Matrix Close-Out  
(2) Vice President of Academic Affairs (VPAA) Institutional Effectiveness Assessment Report and 4-Column Matrix Close-Out  
(3) Vice President of Business Affairs (VPBA) Institutional Effectiveness Assessment Report and 4-Column Matrix Close-Out  
(4) Vice President of Distance Learning (VPDL) Institutional Effectiveness Assessment Report and 4-Column Matrix Close-Out  
(5) Gray Research Center (GRC) and History Division (HD) Institutional Effectiveness Assessment Report and 4-Column Matrix Close-Out  
(6) Lejeune Leadership Institute (LLI) Institutional Effectiveness Assessment Report and 4-Column Matrix Close-Out  
(7) National Museum of the Marine Corps (NMMC) Institutional Effectiveness Assessment Report and 4-Column Matrix Close-Out  
(8) Center for Advanced Operational Culture Learning (CAOCL) Institutional Effectiveness Assessment Report and 4-Column Matrix Close-Out

1. Purpose. The purpose of this document is to provide the results of the assessment of the Administrative and Educational Support (AES) units within Marine Corps University for AY16. The AY17 recommendations from the analysis of the results for the AES Units are included in this report.

2. Administrative and Educational Support (AES) Units. AY16 was the eighth academic year that MCU used the four-column matrix to assess the effectiveness of the AES units. The actual AES unit close outs for AY16 can be found in the enclosures. The objectives and measurements the AES units used in AY16 were approved in the fall of 2013 (AY14) by the MCU Administrative and Educational Support Unit Review Board (AESURB). Through a continuing effort of process improvement, the AESURB engages in oversight and recommendations related to institutional effectiveness. The AES Unit summaries reflect an executive brief of ongoing activities over AY16 and not significant adjustment in outcomes and measures. Those changes would be proposed through the AESURB process as part of the Strategic Planning review and approval process. The members of the AESURB include the Chief of Staff, School Directors, Vice Presidents, and Program Directors. These members of the leadership of MCU vet and approve the AES outcomes and measurements on a biennial frequency. The next AESURB is projected for the early months of 2017 (AY17). The AES unit

reports for AY16 will assist in the establishment of outcomes and measurements for AY17. Below is a summary of the data and information collected from each of the AES units for AY16 as well as any recommended changes for AY17 (detailed reports from each of the AES units can be found in the enclosures):

**(1) Vice President for Education, Integration, Operations, and Plans (VPEIOP) AY16**

- 2 Sections evaluated
- 12 Administrative Outcomes
- 28 Measurements used to assess the AES outcomes

Recommended changes for AY17 based on the analysis of evidence from AY16 (see enclosures).

***Initial Operating Capability/IOC (1 Dec 2015)***

**1. Synchronize education operations across MCU/EDCOM:**

- a) Developed MCU OPS calendar function
- b) Monthly OPS SYNCH and quarterly TEEP SYNCH effective in increasing S/A, reducing conflicts

*Recommendations for AY17 –*

- a) Continue to host OPS SYNCH and TEEP SYNCH
- b) Consider utility of a MCU COP

**2. Integrate and improve MCU internal processes:**

- a) Created a Quality Process Improvement Board (QPIB)
- b) Improved processes: ITO; Honorarium; Travel Requests

*Recommendations for AY17 –*

- a-b) Continue QPIB

**3. Develop an integrated MCU SITREP for HHQ:**

- a) Integrated the school SITREPS into a single report
- b) DRAFT MCU SITREP provided to CG every week NLT COB Friday

*Recommendations for AY17 –*

- a-b) Continue to write MCU SITREP

**4. Manage the accomplishment of tasks assigned to MCU/EDCOM by HHQ:**

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- a) Served as the top-level task manager for MCU
- b) Created a Task Management Community of Practice (TMCOP) to develop and improve DON TRACKER business rules

*Recommendations for AY17 –*

- a) Work with TECOM to refine task mgt through the TMCOP
- b) Get all schools/ directorates in DON TRACKER & Consider mgt of internal MCU tasks in system

**5. Prioritize the use of and schedule MCU facilities:**

- a) Provided a single point of entry for the scheduling and use of MCU spaces
- b) Developed a draft SOP for room scheduling

*Recommendations for AY17 –*

- a-b) Continue to function as the single point of entry for scheduling

***Director of Operations Final Operating Capability/FOC (29 May 2016)***

**6. Organize and conduct MCU-level OPTs, as required:**

Assessment Measures:

- a) MCU level OPTS effectively organized and conducted to support executing level decision making

**7. Supervise the development, implementation, and assessment of the MCU Strategic Plan:**

Assessment Measures:

- a) MCU Strategic Plan and support plans periodically reviewed and updated to support strategic vision of the command
- b) MCU strategic planning process/deliverables appropriately integrated with HHQ plans
- c) Tracking and reporting assessment measures support internal decision making and HHQ reporting requirements

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year: See the Policy and Operations Director's Annual Report (enclosure 1)

***Institutional Research, Assessment, and Planning***

**1. Collect timely, relevant data to support analysis and decision making:**

- a-b) Met and exceeded this measure conducting 165 Surveys throughout MCU during AY16 (CAOCL - 1, CSC - 23, EPME - 28, EWS - 11, LCSC - 9, LLI - 9, MCU - 11, MCWAR - 18,

NMMC - 1, SAW - 58). For AY16, the MCU IR department conducted a survey every 1.5 days and turn around was within 2-3 working days. Surveys were developed for new users including CAOCL. Special data reports were provided for EPME and MCWAR.

c) Focus groups were available as an option to support in-depth analysis. That option was not required this AY.

d) AY16 MCU Factbook was developed, published, and distributed in September.

e) Survey results indicate 81% and 83% favorability on quality and timeliness of services.

*Recommendations for AY17 –*

a-b) No changes required. Continue to provide school directors, leadership, and decision makers customized data products.

c) No changes required

d) AY17 Factbook may pose challenges in meeting deadlines since the staff in HD Graphics which produces this publication is reduced from three to two. Recommend early solicitation for revisions to AY17 version with data related to student metrics updated as available just prior to publication.

e) No changes required

**2. MCU is in compliance with SACSCOC Comprehensive Standards 3.3.1.1 - .5:**

a) Engaged Academic and Administrative and Educational Support Units in collaborative assessment of direct and indirect measures of achievement and facilitated Executive Offsite session to support Strategic Planning and the effectiveness of the Academic and AES unit performance.

b) Revision to the Faculty Staff Survey required feedback from users for administrative and education support units. Data has been provided to all affected organizations to assist in addressing user inputs as a source of guidance for improvement. Student survey data providing feedback to the academic units has been provided and is being sought for inclusion in the Four Column Matrix. Survey results were compiled into Executive Briefs and will be presented to the PPC for consideration.

c) Collected and analyzed data from MCU academic units to verify achievement of learning outcomes based on sound statistical quantitative and qualitative measures. Additional demographic data was sought to assist Command and Staff College in more specifically identifying possible areas in which to enhance or customize curriculum to address lack of familiarity with particular technical knowledge. Also initiated questions for users on the Faculty Staff Survey to enhance understanding of support units strengths and weaknesses.

d) The Annual Assessment Report will be completed by the 15 August 2016 deadline.

*Recommendations for AY17 –*

- a) Work with academic and administrative units to develop data which supports comprehensive analysis of feedback.
- b) Trend data for indirect responses and direct measures of performance has been enhanced and will continue to suggest areas for greater attention to effect improvement.
- c) Collection of more granular demographic data found no correlations between MOS/military service branch and challenges with curriculum. As the request for this data may inhibit participation, it is suggested that those questions be removed in the future. User feedback for AES units is included in the Four Column Matrix for this Annual Assessment Report.
- d) No change for AY17

**3. Marine Corps University is in compliance with SACSCOC Core Requirement 2.5:**

- a) Rigorous OPT process for review and update of the MCU Strategic Plan took place from January 2016 to May 2016 culminating with PPC review and approval by BGen Pratt. Strategic Plan publication pending with HD/DAPS. Further initiatives to frame the transition of Strategic Plan goals and objectives into measurable outcomes will take place through the end of AY16 and into the early months of AY17.
- b) Revisions to the Academic Regulations are currently being finalized for distribution. Systematic data collection processes have been successful for AY16.
- c) Data collection, analysis, distribution of data and archiving has been continuous throughout the year to ensure effectiveness. Meetings and events supporting decision-making have been documents.
- d) Data supporting institutional strategic planning has been systematically collected, analyzed and distributed. The ongoing integration of results of data collection processes has been used effectively to support the PPC and Strategic Planning Offsite as appropriate.

*Recommendations for AY17 –*

- a) Continue to provide support for publication and distribution of revised Strategic Plan 2016-2021. Support initiatives to provide guidance for transition of Strat Plan goals and objectives to measureable outcomes as required.
- b-d) No changes required

**4. Chapter 4 of MCU Academic Regulations pertaining to institutional effectiveness and the execution of the President's Planning Council is updated annually and submitted to VPAA for publication:**

- a) Review conducted and all revisions submitted.
- b) Revisions are out for final review prior to publication.

*Recommendations for AY17 –*

- a-b) No changes required.

**5. Organize, monitor and support coordinated effort to meet requirements for 2015 SACS reaffirmation initiatives and the ongoing implementation of the Quality Enhancement Plan (QEP):**

- a) MCU Compliance Certification Team (CCT) permanently suspended activities upon completion of the SACSCOC Reaffirmation of MCU's accreditation.
- b) Efforts to establish appropriate processes to collect direct data have been initiated and are in process to support the presentation of an Annual QEP Report. Indirect measures have been captured on an ongoing basis through the administration of surveys among students and faculty.

*Recommendations for AY17 –*

- a) Recommend elimination of this outcome/measure.
- b) IRAP will continue to support QEP requirements including any and all activities to facilitate the selection of the new Director of the Brute Krulak Center for Creative Problem-Solving.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year: See the Institutional Research, Assessment, and Planning Director's Annual Report (enclosure 1)

**(2) Vice President for Academic Affairs (VPAA) AY16**

- 7 Sections evaluated
- 32 Administrative Outcomes
- 93 Measurements used to assess the AES outcomes

Recommended changes for AY17 based on the analysis of evidence from AY16 (see enclosures).

***Academic Support***

**1. MCU curricula are validated by Curriculum Review Boards:**

- a) Learning outcomes for OPME schools were reviewed during summer CRBs.
- b) 4 OPME (EWS, CSC, SAW, MCWAR) CRB presentations were conducted this reporting period; minutes were captured and routed to President, MCU for approval.
- c) CRB presentations were conducted in accordance with updated Curriculum Review Process outlined in the MCU Academic Regulation.

*Recommendations for AY17 –*

- a) Proposed changes to learning outcomes were approved by the President, MCU during the CRBs.
- b) Program outcomes, learning outcomes, and assessment measures were revised based on results of CRB presentations.
- c) Updated parameters for Curriculum Review Process are included in the AY17 MCU Academic Regulations.

**2. The Board of Visitors functions within parameters established through FACA, SACSCOC, and BOV By-Laws and Charter:**

- a) Information in the FACA database is updated.
- b) BOV membership and charter are up-to-date.
- c) The Fall BOV meeting occurred in October 2015 and the Spring BOV meeting occurred May 2016.
- d) Vice-President Academic Affairs designated Federal Officer (DFO). Faculty Development and Outreach Coordinator (FDOC) is assigned as alternate DFO and the new Director ASD will be trained and designated as the second alternate DFO.
- e) Meeting minutes for the Fall (Oct 15) and Spring BOV Meetings (May 16) were captured, approved, and routed to the ACMC for review.
- f) No more than 50% of members are retired military.

*Recommendations for AY17 –*

a-f) No change required.

**3. The Academic Chair program functions within the parameters established by contract and memoranda of understanding:**

a) Existing MOUs between supporting agencies are in the process of being updated.

b) FDOC advertises Chair vacancies in a timely manner.

c) The Academic Chair Committee met in Aug 2015.

d) Contact information and areas of expertise available through digital media via MCU Faculty Directory on MCU website.

*Recommendations for AY17 –*

a) Newly assigned Chairs requiring and renewal MOU/MOAs will be processed during the first quarter of the academic year.

b) No changes required.

c) No changes required.

d) Academic Chairs included in the New Faculty Social during the Faculty Development Conference in July.

**4. Academic Policies and Procedures are reviewed annually and updated/republished as required:**

a) MCU Academic Regulations and MCU Faculty Handbook were reviewed by the Deans and updated as necessary.

b) Final updates to the MCU Academic Regulations were staffed through academic program directors and deans, the faculty council, VPAA chain of command, and the Executive Leadership Council before being submitted to the President of MCU for approval.

*Recommendations for AY17 –*

a) New MCU Academic Regulations and Faculty Handbook have been published for start of AY17.

b) Substantive changes will be reflected in the MCU Student Handbook.

**5. Membership and reaffirmation requirements for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) are met:**

- a) Accomplished by due date.
- b) Accomplished by due date.
- c) Accomplished by due date.
- d) Reaffirmation of accreditation confirmed by SACSCOC January 2016.
- e) Director of the Brute Krulak Center for Applied Creativity tasked with submission of the annual report of key SACSCOC elements by August due date.

*Recommendations for AY17 –*

a-e) No changes required.

**6. The Faculty Development Program provides training and development opportunities to the MCU civilian and military faculty:**

- a) The outreach plan addresses a variety of resources including the MCU website, Blackboard, and contacts with print and public relations outlets. The MCU Speakers Bureau continues to promote MCU faculty and staff expertise.
- b) Faculty Directory was updated on the MCU website. Staff directory not comprehensive.
- c) Summer FACDEV conference with guest speaker and dedicated breakout sessions attended by new and veteran faculty. Numerous additional faculty development sessions facilitated throughout the year.
- d) 46 formal faculty development sessions devoted to professional development in teaching and learning were offered. Limited staff development opportunities exist.
- e) Activities are being logged for chronology & assessment purposes.

*Recommendations for AY17 –*

- a) The outreach plan will continue to be updated and refined. Add staff development per the Strategic Plan
- b) Add major staff members to the directory.
- c) Increased the number and variety of faculty and staff development sessions.
- d) Continue to assess the needs for the faculty and staff in order to provide tailored and applicable faculty development sessions.
- e) No changes required.

**7. Integrate emerging issues/ topics into school curricula, as required.**

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a) PME school provided a summary of their coverage of Amphibious Operations and Maneuver Warfare, which was also briefed at CRB presentations.

b) Requirements identified for Non-Western Strategic Thought, Strategic Communications, Armed Politics, and Information Operations.

*Recommendations for AY17 –*

a) Continue to monitor schools coverage of Amphibious Operations and Maneuver Warfare until CMC intent is met.

b) IO Marine assigned to MCU and Academic chairs established in desired fields.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year: See the Academic Support Director's Annual Report (enclosure 2)

***Fellows and Foreign PME***

**1. CMC Fellows: Enhance internal and external communication of on-going engagement by the Fellows resulting in increased impact for the Marine Corps:**

a) Conferences continue to provide benefit to program integration and info sharing with positive feedback.

b) Reports are collected; distribution has not occurred to the planned level. Reports do add value and Goggle accounts will be established to allow distribution.

c) On-going. The site is being updated with current information.

d) Solid outreach to appropriate HQMC departments continues to enhance utility of the Fellowships.

e) Formal analysis summary report is expected to validate informal results confirming the value of the Senior CMC Fellows program as well as the CMC National Fellows.

*Recommendations for AY17 –*

a) Continue as an integral part of the program. Conferences provide program synergy.

b) Reports provided recommendations and key info to HQMC departments. Revitalize effort with Goggle accounts.

c) Up-dating is in progress to reflect current programs and selection processes.

d) Continue to monitor and improve especially with the Strategic Initiatives Group (SIG) and senior leadership.

e) Provide results of analysis to senior leadership.

**2. Foreign PME: Improve information sharing to those FPME officers in often isolated locations; draw timely information from their perspectives and share**

**within appropriate Marine Corps activities/ agencies; review and recommend appropriate changes to those FPME locations used by the Marine Corps from a security cooperation perspective:**

- a) Report distribution was limited; info sharing accomplished on an "as needed basis." FPME students will have MCU Goggle accounts established to provide a vehicle for sharing.
- b) Website requires enhancements to reflect schools' selection processes.
- c) Formal meeting with PP&O/PLU and MMOA validated processes and locations with certain increases. Added Brunei.
- d) Quarterly, informal Service FPME representative meetings are now in place. Joint Staff is now engages.

*Recommendations for AY17 –*

- a) Provides support and info sharing to and from FPME students.
- b) Pending changes will improve info to prospective students.
- c) Locations validated with Brunei added.
- d) Coordination provided perspectives and sister Service insights for USMC use.

**3. Olmsted Scholars: Increase Marine Corps awareness and utilization of the program:**

- a) Completed and recurring on an annual basis. A revised MMOA website and CCLEB/CBIB selection processes has increased program awareness.
- b) Continuous coordination efforts include all program coordination for language training, State Department NSDD-38, etc. Briefing given to each new class of Scholars.
- c) Accomplished but a continuous process. CCLEB selection process has resulted in increased program awareness and quality applications for the program. Developed board screening process for MMOA.

*Recommendations for AY17 –*

- a) Increased awareness of the program and, therefore, interested applicants.
- b) As stated.
- c) The revised screening board process will result in high quality applications with more seniority. The seniority issue is a key Olmsted Foundation concern. Only two of the expected three Scholars were selected for OSC 17.

**4. Enhance overall program support and impact:**

- a) On-going/ continuous.

b) Continuing effort; coordinated articles from the FPME and Olmsted programs for publication. Base newspaper effort limited to announcement of MarAdmin release. CCLEB process partially meets this goal for Olmsted and FPME programs.

c) Working with GRE to accept papers/thesis. Multiple articles from Fellows, FPME and Scholars continue to find their way to academic and professional journals.

d) Multiple MOU's established with more in progress.

*Recommendations for AY17 –*

a) Improved information flow and program management.

b) Increased Marine Corps wide awareness of programs.

c) On-going effort. Will use Goggle site as a potential means to distribute papers in addition to the National Library of the Marine Corps.

d) Better definition of obligations and requirements.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year: See the Fellows and Foreign PME Director's Annual Report (enclosure 2).

***Leadership Communications Skills Center***

**1. Publish data from annual LCSC Assessment Report that analyzes LCSC usage, staffing strength/requirements, and client satisfaction:**

a) LCSC Annual Report submitted by 15 July

b1) The LCSC recorded a total of 2028 visits from students, faculty, and staff in AY 2016. This represents a 30% increase from previous year and a 139% increase from AY 2015. This level of usage will not be unsustainable in AY 2017, even if we were able to hire a part-time adjunct,

b2) Satisfaction rates are 95% for students and satisfaction rate and a 100% for faculty and staff members. Student and faculty satisfaction with LCSC operating hours were at 99% and 100% respectively.

*Recommendations for AY17 –*

a) No change required

b1) To meet increasing demand, LCSC will implement policies and practices designed to accommodate the most students efficiently. These include 1) no reviews of papers within 24 hours of deadline, though we encourage drop-in reviews then; 2) in our new spaces we will hold multiple peer review workshops within 24-48 hours of CSC paper due dates

b2) Results indicate that student and faculty satisfaction exceeds target levels. No change required

**2. Classes in Academic Writing, Research Methodologies and/or Critical Reading requested by any or all of the 3 degree-granting colleges adequately introduce students to graduate-level communication assignments:**

a) MCWAR and SAW both received feedback on the diagnostic essays and the classes they requested.

b) CSC's first course included a writing lecture from LCSC and an oral comm lecture from the LCSC Director. LCSC evaluated all diagnostic essays for CSC students and faculty. The LCSC ran 15 open workshops at CSC throughout the year.

*Recommendations for AY17 –*

a) No change required

b) No change required

**3. Courses in Academic Writing, Research, and/or Critical Reading strategies presented to each of the 3 degree-granting colleges adequately introduce students to graduate-level communication assignments, strategies, and expectations:**

a) 95% of students surveyed agreed that the Studio Courses helped them improve as writers, 98% agreed that Studio Courses helped them better understand the writing process, and 90% agreed that Studio Courses helped them better understand their CSC assignments

b) Student survey responses were overwhelmingly positive: 100% of students surveyed agreed that the IMS Prep Course met their needs. Several students recommended that the course focus more heavily on writing, that they write more often throughout the course, and that the class be held for longer than a single intense week.

*Recommendations for AY17 –*

a) Results indicate that student satisfaction exceeds target levels. No change required.

b) Results indicate that student satisfaction exceeds target levels.

Curriculum will increase focus on writing, as that is the key academic concern.

Each year we request more than 4 days for this course. We have no control over the number of days that the course is scheduled, but AY 2017 students will meet for longer time spans on each day with a longer break period built into the schedule.

**4. A professional Communications Style Guide (Marine Corps University Communications Style Guide) is updated and published annually:**

a) The Guide is professional and accurate.

b) The digital Guide was available to all students by 1 August 2015.

c) The Guide was used by 98% of MCU students with a 98% satisfaction rate.

*Recommendations for AY17 –*

- a) No change required.
- b) No change required.
- c) Results indicate that student satisfaction exceeds target levels. No change required.

**5. Student written communications knowledge, skills, and abilities improve through usage of the LCSC:**

- a) 98% of students who had used the LCSC reported 1) satisfaction with the LCSC services, and 2) that their ability to write had improved throughout the school year (AY 15 Student Survey).
- b) 100% of faculty surveyed agreed that students who used the LCSC had improved their writing skills
- c) For the data available, when compared with diagnostic essay scores, 100 % of student scores on subsequent essays improved. This analysis is flawed, though, and a new study should be undertaken next year.
- d) The LCSC maintains an EXCEL database of student visits that includes information about goals and needs of each student.

*Recommendations for AY17 –*

- a) Results exceed target levels. No change required.
- b) Results exceed target levels. No change required.
- c) Results exceed target levels. LCSC will design a more comprehensive study for AY 2017.
- d) No change required.

**6. Student perception of oral communication knowledge, skills, and abilities improve through LCSC use:**

- a) Following the director's lecture on oral communication at CSC, LCSC faculty offered two oral communication workshops including a well-attended MMS Oral Defense workshop. LCSC faculty worked with students individually to prepare for TOEFL oral exams and to prepare class briefings and presentations. 27% of students surveyed used the LCSC for help with oral presentations.
- b) 93% of students surveyed reported satisfaction with LCSC assistance on oral presentations.

*Recommendations for AY17 –*

- a) No change required

b) Results exceed target goal. No change required.

**7. LCSC faculty share expertise in professional communities and across the MCU community as time and resources allow:**

- a) The LCSC has supported the broader MCU/USMC community in
  - English Conversation classes for IMS spouses
  - EPME Fac Ads training course
  - Writing Workshops for the The Warrant Officers Course at TBS
  - Writing Workshop at HQMC
  - NDU Press essay contests judging
- b) The LCSC establishes presence in professional communities:
  - Paper Panel Presentation to International Writing Centers Association, Oct 2015
  - Attendance at Mid-Atlantic Writing Centers Association conference, March 2015

*Recommendations for AY17 –*

a-b) No change required.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Leadership Communications Skills Center Director's Annual Report (enclosure 2)

\*See the Follow-Up LCSC Survey and Studio Class Survey Results (enclosure 2)

***Middle East Studies (MES)***

**1. Hosting lecture series and panels on topics pertaining to the Middle East and South/Central Asia:**

- a) MES hosted seven lectures discussing the armed forces and civil-military relations in the MENA. Furthermore, MES, in coordination with MCWAR, as part of the college's Diplomacy and Statecraft block, hosted and participated in panel discussions on Iran and Turkey. Finally, based on the feedback from the AY15 Lecture Series, MES hosted a MENA Democratization Seminar to kick off AY16, bringing together policymakers, military and civilian subject matter experts, and scholars with different areas of expertise in the MENA region to discuss theories of democracy and the application of democracy in the Middle East.
- b) MES audio of lectures continues to be posted on the MES/MCU website when available and DVDs distributed upon request to support outside PME and distance learning. MES-hosted events from AY15 resulted in four publications as part of the MES Insights in AY16.
- c) MES-hosted events were attended by students, staff, and faculty from MCU, students and staff from TBS, and other MCBQ and NCR based personnel as well as outside civilians. Outputs from events were disseminated to deployed Marines and domestic and international PME and civilian higher education institutions.
- d) Through MES events, dissemination of output, and collaboration with outside academic institutions, government institutions, and think tanks, MES continues to reach a wide audience and further enhance the reputation of MCU as a world-class PME institution.

*Recommendations for AY17 –*

a-d) Based on student, staff, faculty, and non-PME audience feedback, MES plans to continue and build upon its lecture series program and collaboration with MCU schools, outside academic institutions, government institutions, and think tanks in AY17. Upon request of MCWAR, MES plans to organize and participate in panels on Iran and Turkey in AY17. MES will continue to actively pursue opportunities for engagement and collaboration both within MCU and with outside institutions for future MES events and programs.

**2. Teaching classes, providing presentations and lectures and participating in conferences throughout the Marine Corps PME system, other U.S. Armed Force Services PME system, and U.S. and foreign governmental and nongovernmental academic and professional institutions:**

a) MES led MCWAR's Middle East and South Asia block, including the coordination of and contribution to panels on Turkey and Iran in conjunction with the MES Lecture Series. MES also supported MCWAR during its trip to Georgia.

b) MES supported SAW in the planning phases of SAW capstone exercise.

c) MES taught classes on Iran and ISIL for the RSSC and SPC.

d) MES taught classes on Iran and ISIL for SEPME courses.

e) MES staff provided outside PME and pre-deployment support to the Army War College, the Naval War College, MCIOC, the Naval Education and Training Security Assistance Field Activity International Training Center, Marine Corps Reserve units, and NDU. Additionally, MES supported CSC Seminars and the MIG group Saudi Arabian MTT Course.

f) MES staff participated in a number of conferences, panels, lectures and foreign PME support both CONUS and OCONUS in AY16, including in the Czech Republic, the Republic of Georgia, Romania, and Turkey.

g) See bullets a-f. Contacts made participating in outside academic and PME events continue to foster personal and institutional collaboration.

*Recommendations for AY17 –*

a-g) Based on student surveys and host/audience feedback, MES plans to continue and build upon its support of MCU PME programs and expand its outreach programs by continuing to actively pursue opportunities for engagement and collaboration both within MCU and with outside organizations, academics, scholars, and policymakers.

**3. Publishing academic research related to the Middle East and South/Central Asia and other Middle East areas of interest to the Marine Corps:**

a) MES is in its 7th volume of MES Insights, continuing to publish six issues annually. Additionally, five articles published in Insights have been republished outside.

b) MES published one new Monograph and its biennial Review.

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c) Due to press and funding constraints, MES was unable to publish its Occasional Paper series in AY16.

d) MES staff contributed three papers for outside publication, to include book chapters and journal articles, and presented two papers which will be included in forthcoming publications.

To summarize the results of bullets a-d, through publications MES continues to reach a large number of domestic and international government and nongovernmental research institutions. MES readership and distribution lists continued to expand in AY16.

*Recommendations for AY17 –*

a-b) Based on reader feedback and increased readership of its products, MES plans to continue its publication of MES Insights and its Monograph series.

c) Due to press and funding constraints, MES will continue to seek alternate options for the publication of its Occasional Paper series in the future. In the meantime, MES will focus on the publication of its Insights and Monograph series as well as opportunities for outside publication. MES continues to engage with MCU Press, reviewing papers submitted to the press for publication and looking for areas of greater collaboration.

a-d) MES will continue to expand its dissemination of both print and electronic formats of its publications as well as increase the number of publications by its staff in outside prestigious publications by actively pursuing opportunities for engagement and collaboration both within MCU and with outside organizations, academics, scholars, and policymakers.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year: See the Middle East Studies Director's Annual Report (enclosure 2)

***MAGTF Instructional Group (MIG)***

***Officer Audiences***

- 1. Coordinate with Marine Corps University staff, Reserve Affairs, and the directors of other professional schools regarding curriculum development matters, recommending course content and method of delivery based upon professional experience and expertise:**

- Conducted a series of meetings with the MCU Reserve Chair to improve the course.
- Using EOC Feedback and Internal after Action Reviews, molded curriculum to create a more dynamic program.
- In surveys, 96% of the respondents felt we were on the right track.

*Recommendations for AY17 –*

- Results of the review were incorporated into a modified curriculum in line with CG EDCOM intent.

**2. Prepare and deliver instruction to the students of the Senior Planners Course, Reserve Senior Staff Course, and other Officer courses (as directed) on topics related to leadership, warfighting, and the Marine Corps Planning Process:**

- Conducted the Reserve Senior Staff Course, preparing 25 reserve officers for duty on senior level staffs.
- Conducted the Strategy and Policy Course, refreshing and educating officers in the operational art of planning, strategy and campaigning.
- 90% of surveys tended to positive growth.

*Recommendations for AY17 –*

- Refined courses using student feedback and after action reviews. The SPC underwent changes due to CG EDCOM input.
- Modified the course to include Faculty feedback on course pre-discussion events.

***Other Audiences***

**1. Prepare and deliver instruction, as directed, on topics related to Warfighting, the Marine Corps Planning Process and Red Teaming:**

- Assisted CSC with MTT visit to the Czech Republic to teach planning our partners in the Czech military.
- The MCU Red Team touched over 500 Marines in and outside of MCU

*Recommendations for AY17 –*

- The MIG was asked to return to the Czech Republic but to reduce the Civilian Footprint to reduce costs.

**2. Attend training as directed and as required to serve as subject matter experts on behalf of the Marine Corps University:**

- Survey feedback indicated a 93% rate of positive feedback in the alternative perspectives of Red Teaming.

*Recommendations for AY17 –*

- MCU Red Team will teach, mentor, and engage all schools within MCU. They also assist other organizations in the region with Red Teaming when requested.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year: See the MAGTF Instructional Group Director's Annual Report (enclosure 2)

***Student Services***

**1. Provide incoming students with welcome aboard information prior to class start date:**

- a) MCU goal met.
- b) Survey results over 80% except MCWAR, which manages its own student check-in webpage.

*Recommendations for AY17 –*

- a) Continue current practice.
- b) Recommend implementation of Chief of Staff led website review committee to ensure currency.

**2. Effectively and efficiently in-process new students:**

- a) Goal met. Conducting sister service orientation week prior to classes provides sufficient time to administer.
- 2b) Survey results over 80% except MCWAR – note: MCWAR conducts its own separate check-in schedule. Previous recommendation to conduct standard check-in schedule for AY16-17 not taken. Contra, trend is toward decentralization.

*Recommendations for AY17 –*

- a) Continue current practice.
- b) Re-assess overall student check-in schedule in light of Warner Hall capacity for throughput and efficiencies of scale.

**3. Provide quality of life services consistent with the university's mission by coordinating and leveraging existing MCBQ and MCCS programs:**

- a) Survey results over 90% for all schools.

*Recommendations for AY17 –*

- a) Practical recommendations regarding fare to be incorporated into Warner Center service.

**4. The institution employs qualified personnel to ensure the quality and effectiveness of its Student Services division:**

- a) Completed.
- b) 4 of 5 personnel formally trained in admin requirements.

*Recommendations for AY17 –*

- a) No change
- b) Continue to seek formal training for all personnel.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Student Services Director's Annual Report (enclosure 2)

**Registrar**

**1. Establish and manage, in accordance with higher education standards, the MCU transcript and diploma production process:**

a) Standard diploma and transcript use continued. An established grade submission dates resulted in being able to provide students with unofficial transcript at end of AY.

*Recommendations for AY17 –*

a) Will continue to recommend that grade submission date be incorporated into the operational TECP.

**2. Respond to all transcript requests in a timely manner:**

a) Timeline not consistently met due to loss of Assistant Registrar and Student Services Assistant for entire AY. Initial effort to incorporate EWS transcript production into MarineNet not pursued due to competing requirements.

*Recommendations for AY17 –*

a) Continue to pursue MarineNet and/or commercial solution.

**3. In Accordance with the SACS accreditation standards, ensure all students applying for the Masters Degree program meet applicable standards:**

a) Time goal not met – in particular IMS regularly arrive having not been briefed on degree eligibility requirements.

*Recommendations for AY17 –*

a) Recommended changing policy to assume IMS will not know requirements and will need to take TOEFL and have FCE done after arrival – recommend conditional approval subject to meeting all eligibility requirements by 1 Feb.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Registrar Director's Annual Report (enclosure 2)

**(3) Vice President for Business Affairs (VPBA) AY16**

- 3 Sections evaluated
- 14 Administrative Outcomes
- 22 Measurements used to assess the administrative outcomes

Recommended changes for AY17 based on the analysis of evidence from AY16 (see enclosures).

***Civilian & Military Manpower***

**1. Proper management of University staffing of civilian personnel to effectively support mission requirements:**

- a) 90% of civilian billets were staffed.

*Recommendations for AY17 –*

- a) Due to budget limitations and mandated billet reductions, staffing to full requirements has negatively been affected. More labor funding is needed.

**2. Effectively implement both bargaining and non-bargaining civilian performance management systems within established timelines:**

- a) Met 100% of the goal.

*Recommendations for AY17 –*

- a) To continue to meet 100%.

**3. Effectively process and track civilian personnel actions in a timely manner to properly support staff and management:**

- a) Successfully met expectations.

*Recommendations for AY17 –*

- a) To continue to meet goal.

**4. Properly monitor and manage security clearances and access information ensuring “zero discrepancy” benchmark for security violations:**

- a) 90% of personnel security clearances were recorded.

*Recommendations for AY17 –*

- a) To continue to meet goal.

**5. Endorse and generate administrative correspondence for subordinate commands to higher headquarters within 5 working days:**

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a) 98% of correspondence were processed in timely manner.

*Recommendations for AY17 –*

a) To maintain level of production

**6. Proper management of military personnel to effectively support mission requirements:**

a) Met 100% of the goal

*Recommendations for AY17 –*

a) To continue to meet 100%

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Civilian Manpower Director's Annual Report (enclosure 3)

***Facilities & Logistics***

**1. Provide necessary transportation support:**

a) Determine the percentage of successfully executed transportation requests. – 96% execution rate

*Recommendations for AY17 –*

a) Determined causal factors of 4% failed execution rate. Incorporated changes as required.

**2. Provide well maintained facilities that promotes a comfortable and safe learning environment:**

a) Facility satisfaction acceptable.

b) Mishaps pertain to ice/winter.

*Recommendations for AY17 –*

a) The opening of Warner Hall has improved the learning environment for CSC and SAW

b) No reported mishaps this AY

**3. Provide classrooms with adequate square footage of space, modern audio/visual equipment, and other essential furnishings conducive to higher learning:**

a) Survey results provided ample information for the selection of replacement furniture for Warner Hall.

*Recommendations for AY17 –*

a) Need stage furniture for Warner Hall.

**4. Obtain and maintain suitable storage and restoration facilities in support of history division:**

a) The closing of Larsons Gym required moving to leased spaces.

*Recommendations for AY17 –*

a) NMMC is now in leased space for restoration work.

**5. Maintain and update MCU Facilities Master Plan and ensure that MILCON projects associated with the plan are completed through coordination and cooperation with Public Works Branch, G-5, MCB Quantico:**

a) MILCON project are competing with all other USMC projects.

*Recommendations for AY17 –*

a) The next MILCON looks to be EWS and is penciled in for FY19 but may slip.

**6. Ensure proper accountability of MCU property:**

a) Conducted full reconciliation of all CMR accounts ensuring accountability of property.

*Recommendations for AY17 –*

a) Identified missing items, conducted command investigations and replaced property as required.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Facilities and Logistics Director's Annual Report (enclosure 3)

***Fiscal***

**1. Provide financial guidance and support regarding fiscal matters to the President, Directors, and Principal Staff members:**

a) Annual budgets submissions are processed timely, accurately, and align with the University Strategic Plan. - Completed

b) Achieve 98% monthly budget execution as phased on Annual Allocation and 96% on the Obligation Phasing Plan. - 6 months on target YE projected to be on target.

c) Identify, manage, and execute the unfunded deficiency (UFD) process using baseline funding and external funding sources. - Completed

d) Conduct monthly execution updates with leadership of the University. - Completed

e) Execute Mid-Year and End-of-Year Reviews (MYR & EOY) to address unfunded deficiencies and requirements. - Completed

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f) Program Objective Memorandum (POM) submissions are processed timely, accurately, and align with the University Strategic Plan. - Completed

*Recommendations for AY17 –*

- a) Received budget that was POM'd.
- b) Successful management of funds.
- c) Able to fund all UFD that could be executed.
- d) Aided leadership in planning.
- e) Able to fund internally.
- d) POM funding provided for baseline. Initiatives not approved.

**2. Ensure all available funds are identified, controlled, and recorded in the official accounting records from the time received until obligated and expended:**

- a) Update SharePoint with all Fiscal information to include Authorization Letters, Baseline Budget, MUF Budget, MCCS funding, and financial documentation for all schools and directorates. - Completed
- b) Conduct monthly budget execution reconciliations with Resource Advisors (RA) for all schools and directorates. - Not all were completed due to turnover in sections and in Fiscal.
- c) Ensure Purchase Requests (PR) are processed and approved timely within PRBuilder for proper recording in the accounting system. - Completed

*Recommendations for AY17 –*

- a) Centralized repository.
- b) Process change in progress to address changeover issues.
- c) PRBuilder system moved from Fiscal responsibility to Supply responsibility in 2016.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Fiscal Director's Annual Report (enclosure 3)

**(4) Vice President for Distance Learning (VPDL) AY16**

- 1 Section evaluated
- 5 Administrative Outcomes
- 10 Measurements used to assess the AES outcomes

Recommended changes for AY17 based on the analysis of evidence from AY16 (see enclosures).

***IT Directorate***

**1. IT Major Initiatives are progressing on schedule:**

- a) Major initiatives are nearing completion. Schedules have been impacted by external events.
- b) Weekly updates are provided to VP, DL.

*Recommendations for AY17 –*

a, b) Constant attention is paid to external influences on project schedules. MCU leadership action may continue to be required to overcome obstacles.

**2. IT Customer Support ensures that technology successfully supports MCU operations:**

a) An average of 84% favorable rating from respondents is greater than the 69% from last AY. This is quite the accomplishment considering a major move into new facilities occurred during this timeframe (Warner Hall).

*Recommendations for AY17 –*

a) Increase in customer focus and continued work on the documentation of procedures and incorporation of an automated ticketing system for issues. Comments will be used to improve service and better inform users.

**3. Support for MCU automated systems ensures that systems are available to support MCU mission:**

a) .EDU network is being reaccredited this AY and the commercial Internet connection is being approved by DISA.

b) Significant additions to WiFi network expanded the capability. However critical pieces were under-spec'd and needed to be replaced within the year.

*Recommendations for AY17 –*

a) Continue as a top priority, as well as preparing for reaccreditation next AY.

b) Infrastructure for WiFi was corrected and moving to implement VDI so faculty and students can use wired systems organic to Warner CG rooms.

**4. Incorporation of M&S, command and control systems in MCU schools enhances the curricula and education provided:**

- a) Dr. Jim Lacey won an award from DoD this year for his creative use of board game simulations to enhance strategic curricula.
- b) Additional training resources were available this year. As noted in student surveys, some faculty chose not to use technology available.

*Recommendations for AY17 –*

- a) Will continue to build upon ideas and relationships that were established this year to increase the use of M&S and C2 systems.
- b) Innovation is the nexus of the technology and willingness of faculty to exploit it.

**5. IT Directorate has the personnel and resources necessary to accomplish the assigned mission and functions:**

- a) Currently sufficient billets exist to support the Warner and Simmons centers. HQMC directed civilian personnel budget reductions add friction and reduce the ability to accurately forecast personnel resourcing.
- b) IT support contracts were extended this year and fully resourced. Contractor performance is excellent. Attainment of a new IT Services contract next year is critical to operations.
- c) Reorganization efforts throughout the last year require further consideration of alignment of IT functions.

*Recommendations for AY17 –*

- a) Continuity of quality personnel is critical to smooth operations. MCU has the appropriate billets for current operations but will need to reassess should the .EDU expand beyond the Quantico campus.
- b) Continue to refine & use contracts to alleviate shortages in government personnel.
- c) MCU must reassess IT support organization to make best use of available resources IOT provide responsive and timely support.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Director's Annual Report (enclosure 4)

**(5) Gray Research Center (GRC) & History Division (HD) AY16**

- 8 Sections evaluated
- 16 Administrative Outcomes
- 20 Measurements used to assess the administrative outcomes

Recommended changes for AY17 based on the analysis of evidence from AY16 (see enclosures).

***Library of the Marine Corps***

**1. Operate the library to provide the maximum amount of support possible within the limitations imposed by staffing goals, to students and faculty:**

a) Student and faculty surveys show that just under 100% of the students and faculty rated the library as meeting their needs.

*Recommendations for AY17 –*

a) The library intends to maintain its present course of action; seeking to improve where necessary.

**2. Library collections are responsive to MCU curricula:**

a) Inter library loan program is very successful, at times receiving requested books in as little as one day.

*Recommendations for AY17 –*

a) Inter library loan program is a force multiplier in that students and faculty can receive books not in our collection on short term loan from other libraries.

**3. Library hours are sufficient to serve the greatest amount of students within staff limitations:**

a) Per surveys, at least 95% of the responding population approved of library hours.

*Recommendations for AY17 –*

a) EWS will be a tough nut to crack given their distance from the library and their working hours. At one time, the research librarians did have an office at Geiger Hall but few students came by.

**4. Access to library collections (onsite and remote) is available when needed:**

a) 99% of respondents answering the survey indicated approval with the library's technology.

b) During Library hours there were no recorded times when catalog was not available.

c) Database usage statistics are not available using university resources..

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*Recommendations for AY17 –*

a) The library remains dedicated to providing good computer resources and will continue this effort.

b) The catalogs are a vital tool for aiding students and maintaining the student's use is an important library function.

c) With the overall success of computer support, this metric may not add any value to the library assessment.

***Marine Corps Archives***

**1. Operate the archives to provide the maximum amount of support possible to students and faculty:**

a) Close to 100% of respondents on the student surveys indicated that the archives met their needs. There is some indication that the archive is not well known.

*Recommendations for AY17 –*

a) Archives will update its record tracking system as the new academic year begins, but changes will make archival service more efficient and customer focused; leading to greater exposure to the student body. Archive offered evening appointments 2 nights a week to enhance student support.

***Gray Research Center***

**1. Make the research center available for eligible conferences and meetings:**

a) Research Center meeting rooms are often booked to capacity. Customer comments are overwhelmingly positive.

*Recommendations for AY17 –*

a) Staff will continue to strive for improvement and adjust work actions based on comments.

**2. Professionally maintain the Research Center:**

a) Continually receive comments that indicated patrons thought the building was less than 5 years old; it is over 20 years old, no events ever cancelled for maintenance reasons.

*Recommendations for AY17 –*

a) Maintenance is continuous. Reinstated chow and drink restrictions in the GRC auditorium to reduce wear, maintenance requirements and spillage.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Gray Research Center Director's Annual Report (enclosure 5)

***History Division Reference***

**1. Maintain the existing Historical programs and projects as outlined in the MC Order for the Historical Program:**

a) Provided answers for CMC, Congressional and other government entity questions; processed and completed 6 Commemorative Namings; updated 85 units with new Lineage and Honors certificates.

*Recommendations for AY17 –*

a) Reference Branch meeting mission in this area always seeking improvement to continue on positive track.

**2. On request, provide research and reference services for Headquarters Marine Corps, other USMC commands and units, other services, veterans and the general public:**

a) Reference Branch had the following annual metrics for calendar year 2015: Inquiries totaled 4,805 (phone calls, emails, written and visitors); web site had over 224,904 hits with increasing traffic as the year progressed.

*Recommendations for AY17 –*

a) Will track website traffic to evaluate for growth, make other changes as necessary to maintain high level of service.

**3. Continue loading files on to the History Division website, making increasing amounts of information available to the public and on a CAC protected database, make the information available to military and government users:**

a) Number of visitors to the web site have steadily increased over the last year. Stability with the web site, which is out of our control, has helped. Historians continually add pages to the site increasing the usefulness of the site. Exploring different digital storage options to provide increased access to our information.

*Recommendations for AY17 –*

a) Reference Branch continues to digitize their internal working files to make them more accessible for internal use; exploring potential for public use. PII issues are primary concern as is long-term retrievable data storage.

***History Division Oral History***

**1. Collect and process oral history interviews, documents, and photos that pertain to: a) Operational deployments of a non-routine nature; b) historical events; and c) Senior Leader or special interest career summaries:**

a) During AY-16, the Oral Historian made two trips interviewing over 30 Marines upon their return to CONUS. Field Historians conducted annual training and gather another 37 interviews.

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b) Oral historian completed all work on Generals Barrow and Trainor interviews, completed work on CMC Amos interview.

c) Work begun on APMC General Paxton career interviews; also Generals McKissock, Blot and Hoar. Medal of Honor recipient Colonel Wesley Fox completed a career interview.

*Recommendations for AY17 –*

a-c) For all results, the transcribed interviews used to support writers and researchers. History maximizes contacts to get the best and most useful interviews possible; maintain contacts with fleet units and commands to interview Marines as they return from deployment.

***History Division Publications***

**1. Solicit manuscripts covering official histories, commemorative series, monographs, battle studies, anthologies and occasional papers:**

a) Editing and Design sent 4 works to the printer this year, with the first World War I commemorative leading the way. HD Publications focuses on Marine Corps specific writing and seeks to send professionally written and produced works to the publisher.

*Recommendations for AY17 –*

a) The Division is working on 2 commemoratives; World War I and Vietnam while looking for writers on current topics to bring relevant information to the war fighters and maintain currency with education centers.

**2. First issue of Marine Corps History Magazine was published during the first half of the academic year, providing a wider audience with a more scholarly approach to history with a more commercial appearance:**

a) On schedule as planned.

*Recommendations for AY17 –*

a) *Marine Corps History* is in place with a more scholarly format and commercialized design. Made solid progress with obtaining MCU staff and faculty writers.

***Marine Corps Press Publications***

**1. Acquire and publish manuscripts to better present Marine Corps history to Marines and other interested people:**

a) MCU Press published several works this year, a prime example is Crisis of the African State and.

*Recommendations for AY17 –*

a) With the current successes anticipate no changes in procedures.

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**2. Continue to publish the MCU Journal:**

1a and 2a) The journal and books published by MCU Press increase Marine Corps University's exposure in the broader academic and civil-military policy spheres. They also serve as PME texts at MCU schools across the Corps.

*Recommendations for AY17 –*

1a and 2a) With the current successes anticipate no changes in procedures.

***History Division Writing***

**1. Research and write topical histories covering the range of Marine Corps history.  
Write professional articles Marine Corps History:**

a) Several long term projects are in the works, the primary being an article covering Marine Corps involvement in Santo Domingo during the 1920's and commemorative articles. Writers are on board to write articles for Marine Corps History magazine and providing substantial support to the new exhibits at the National Museum of the Marine Corps.

*Recommendations for AY17 –*

a) The Division continues evaluate subjects for new books and articles. Authors are encouraged to seek out topics of interest and to develop projects suitable for publication.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the History Division Director's Annual Report (enclosure 5)

**(6) Lejeune Leadership Institute (LLI) AY16**

- 5 Sections evaluated
- 8 Administrative Outcomes
- 17 Measurements used to assess the administrative outcomes

Recommended changes for AY17 based on the analysis of evidence from AY16 (see enclosures).

***Marine Corps Civilian Leadership Development Program Branch***

**1. Develop and manage the Marine Corps Civilian Leadership Development Program (MCCLDP) that is based on established DoD civilian leadership competencies. (MCU Strategic Plan 2012-2017: Objective 1.h):**

- a) The Lead Self seminars were provided to 234 CM during AY 15/16 at 13 different USMC installations.
- b) 39 CM's completed centrally managed courses.
- c) 1,039 CM's received Leadership development classes at local installations.
- d) 187 CM's completed modules on MarineNet for AY 15/16.

***Recommendations for AY17 –***

- a) Seminar survey feedback used in annual seminar review board process.
- b) Requested increased funding to support greater participation.
- c) Requested increased funding to support greater participation.
- d) Have Installation HRD-SAs increase awareness of MarineNet leadership module availability.

***Leadership Development Branch***

**1. Develop programs and policies to support leadership development of Marines and assigned Sailors. (MCU Strategic Plan 2012-2017: Objective 1.g):**

- a) MCLD planning and implementation currently on-going. The draft MCLD MCO is currently in staffing at HQMC. Informal data collection indicates approximately 10% of Bn/Regts are utilizing MCLD resources.
- b) The LLI provided two MCLD MTT's and several briefs to EPME and Cornerstone courses during AY 15/16.
- c) For AY 15/16, 454 CCS were initiated, 438 debriefs were conducted, and 85,259 respondent inputs were collected. CCS continues to be reviewed and modified to ensure questions reflect information needs for CMC. The CCS contract is in the process of being re-awarded for a 5 year period.

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*Recommendations for AY17 –*

- a) Continue to solicit feedback from pilot units that are utilizing MCLD resources to refine the draft order and/or support implementation once signed.
- b) Continue to provide MCLD MTTs to requesting commands. The focus of the MTTs is to provide tangible lessons and skills to unit leaders for use in the execution of their leadership development plans.
- c) The results of the CCS data collection/analysis will be used to inform participants at Cornerstone AY 16-17 programs. The survey feedback will also be addressed during future leadership development initiatives.

**2. Provide Russell Leadership Conference:**

- a) N/A

*Recommendations for AY17 –*

- a) N/A

**3. Provide Operational Law instruction. (MCU Strategic Plan 2012-2017: Objective 1.g):**

- a) Analyzed AY 15/16 instructor's survey feedback from Director's, faculty, and students of EWS, CSC, EPME, SAW, and MCWAR.

*Recommendations for AY17 –*

- a) Course content cards were modified for instruction for AY 16-17 application based on inputs from faculty and HQMC Legal Office.

***Professional Programs Branch***

**1. Manage CMC Professional Reading Program (CPRP). (MCU Strategic Plan 2012-2017: Objective 1.g):**

- a) The CPRP reading list was reviewed during 1st quarter FY-16.
- b) An approved CPRP reading list was published 30 March 2016.

*Recommendations for AY17 –*

- a) Provide board's recommendations to the President, MCU for decision.
- b) Collect CPRP reading list feedback from LLI webpage for future CPRP reviews.

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**2. Provide Semi-annual Cornerstone Program. (MCU Strategic Plan 2012-2017: Objective 1.g):**

- a) Two iterations of the Cornerstone conducted during AY 15/16: Jan/Feb and Apr/May. Provided focused instruction to 368 Commanders & SgtsMaj and 197 spouses.
- b) Collected post-course critiques (average response rate of 51%) and integrated recommended changes where appropriate.

*Recommendations for AY17 –*

- a) Building plan for AY 16-17 Cornerstone based on feedback from attendees and guidance from Pres, MCU.
- b) Continuing to refine schedule and course content based on post-course critiques and guidance from Pres, MCU. Changes incorporated include increased interaction between Commanders and SgtsMaj and additional mentor time led by Colonel participants with a focus on ethics, legal procedures, and the first 90 days of command.

***Ethics Branch***

**1. Provide ethics and ethical decision making instruction for MCU. (MCU Strategic Plan 2012-2017: Objective 1.g):**

- a) Analyzed student feedback.
- b) Analyzed Directors' and students feedback.
- c) Analyzed Commanders and Marines participant feedback.

*Recommendations for AY17 –*

- a) Modified and developed new instruction for AY 16/17.
- b) Modified and developed new courses and mentoring procedures for AY 16/17.
- c) Modified and developed new instruction for future application to include revised train the trainer training material for AY 16/17.

***Education Support Branch***

**1. Provide annual SLDP program for GO/SES. (MCU Strategic Plan 2012-2017: Objective 1.g):**

- a) Validated 32 courses for USMC GO/SES participation during AY 15/16.
- b) Coordinated GO/SES preferences with M&RA (MMSL & MPC) to validate GO/SES availability and courses requested match with current or future assignments.
- c) Contacted over 85 GO/SES to fill 74 available course seats. Changes in assignments or operational commitments required modifying slate throughout the year.

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*Recommendations for AY17 –*

- a) Revised SLDP catalog and website.
- b) Feedback used to build AY 16/17 bi-annual slate.
- c) Feedback on contacting and coordinating participation will be applied in AY 16/17.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the Lejeune Leadership Institute Director's Annual Report (enclosure 6)

**(7) National Museum of the Marine Corps (NMMC) AY16**

- 1 Section evaluated
- 6 Administrative Outcomes
- 11 Measurements used to assess the administrative outcomes

Recommended changes for AY17 based on the analysis of evidence from AY16 (see enclosures).

**NMMC**

**1. Partner with other Marine Corps organizations in support of recruitment, education, and retention of Marines:**

- a) 99 PME events with 5,014 participants. Posted signage and handouts for prior service recruiters in galleries. Note: NMMC closed during Jan-Mar 2016 for construction and macro artifact installation.
- b) Interfaced with ~20,000 visitors at 16 outreach events. NMMC could not support Marine Week due to limited resources and increased operations tempo resultant of Final Phase efforts.

*Recommendations for AY17 –*

- a) Using feedback to refine and make future PMEs more relevant to warfighters.
- b) Using feedback to improve NMMC's message, branding, & focus.

**2. Provide a full range of unique and high-quality opportunities for formal and informal museum education:**

- a) 2 teacher workshops hosted, including 2 double day events; with 50 combined attendees. We delved deeper in to civics topics, per feedback from the teachers. Focused on changes to government as a result of the Vietnam War, and using Museum resources with English Language Learners.
- b) 20 new docents.

*Recommendations for AY17 –*

- a) Evaluations consistently positive. Using feedback to refine future workshops to meet the teachers' needs. Increased awareness of NMMC offerings contributed for increase of formal school visitors from 53,368 during AY15 to 40,434 during AY16. NMMC was closed Jan-Mar 2016.
- b) Continuing to pursue 300 active docents. 160 active, 12 inactive, and 8 teen volunteers.

**3. Promote the NMMC through marketing initiatives and external partnerships:**

- a) None

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b) Hosted 14 media events, plus media attended 5 public events at NMMC; published 16 press releases/alerts.

c) 11 PSAs published/ broadcast by 70 media outlets through VA, DC, MD

*Recommendations for AY17 –*

a) Focusing on tour group coordinators and tour bus operators to generate interest without funding.

b) Increase awareness of NMMC and its benefit to education and the NoVA community.

c) Focusing on special event planning to increase visitorship and awareness. Also focused on audience diversity.

**4. Maintain accreditation for the NMMC with the American Alliance of Museums:**

a) Accredited in Nov 2012. Developed and working plan to catalogue entire collection.

b) Contract for data entry underway. Updated baseline from 3K to 4K objects per year.

c) Inventoried 4K objects during AY16.

*Recommendations for AY17 –*

a) Accreditation requires professional standards for educational programming, collections stewardship, resource management, exhibit development, community involvement, ethical standards, etc.

Focusing on cataloguing the collection & developing Final Phase galleries.

b) Reassessed and adjusted baseline data entry after contractor had sufficient time on station.

**5. Provide full accountability and physical stewardship for the National Collection of Artifacts, while continuing to expand the collection in a selective and strategic manner and ensure adequate resources for its care:**

a) Catalogued 5,752 objects, accessioned 2,055 objects, and deaccessioned 22 objects. This comprises approximately 13% of the collection.

b) Reconciled all art loan accounts in the Pentagon.

c) Collections team increasingly focused on Final Phase work, including locating and obtaining artifacts for display.

*Recommendations for AY17 –*

a) Focusing on cataloguing collection and resolving items "found in collection" (FICs). Published Artifact Catalogue for items on exhibit.

b) Continuing to improve accountability and stewardship of the collection. Art loan reconciliation deferred due to physical relocation of art collection.

**6. Support design and construction of NMMC Phase II and exhibition program:**

a) CMC approved final exhibit design and issued order to proceed to fabrication. Work to let contracts for exhibit fabrication, AV media, AV hardware design, lighting, and cast figures well underway, with award dates projected in Aug-Sep 2016.

b) Installed two temporary exhibits at NMMC, and updated /repaired 100 graphics throughout galleries

*Recommendations for AY17 –*

a) Used space-usage decisions to inform exhibit design process for Final Phase galleries.

b) Using research, text and imagery in support of Final Phase gallery design.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year:  
See the National Museum of the Marine Corps Director's Annual Report (enclosure 7)

**(8) Center for Advanced Operational Culture Learning AY16**

- 7 Sections evaluated
- 7 Administrative Outcomes
- 27 Measurements used to assess the administrative outcomes

Recommended changes for AY17 based on the analysis of evidence from AY16 (see enclosures).

**Culture Instruction**

- 1. CAOCL provides cultural instruction to include operational regional expertise to MAGTFs, MCSCG, USMOG, ITX, other Marine units such as Civil Affairs detachments, and Joint and Coalition partners:**

During FY16, from 1 Oct 2015 to 30 Jun 2016, CAOCL provided cultural instruction to various schoolhouses, operational units during PTP, and supporting establishment organizations.

1. USMC-specific support:

- a) 48,441 (+1,196 from AY15)
- b) 1,353.5 (+129.5 from AY15)
- c) 785 (+141 from AY15)

2. Joint and Coalition partner support:

- a) 902
- b) 55.5
- c) 13

3. Most important trends identified by the FY16 IRFs included the need for unit leaders to attend classes and that training was considered valuable by students.

4. The common trends throughout the instructors' AARs identified the value of pre-instructional coordination with units in determining mission requirements and training timelines, the lack of SNCO & officer participation, and the need for additional classes and/or reach back support with CAOCL while units are deployed.

*Recommendations for AY17 –*

While the demand for culture instruction for deploying units across the Marine Corps increased and students consistently consider instruction to be valuable, the number of SNCO and officers attending the classes consistently remains low.

CAOCL is currently developing an instructional session targeting key leaders to take place prior to unit-wide classes that will demonstrate the importance of the unit training.

CAOCL is planning to implement a "road-show" concept to engage regimental-level commanders and their staffs to emphasize the importance of cultural instruction prior to deployment and to raise awareness of CAOCL's course offerings.

### ***Language Instruction***

- 1. CAOCL provides language instruction, often in support or in conjunction with Pre-deployment Training Program (PTP) requirements, to the General Purpose Force and Supporting Establishment units including MCSCG as well as Joint and Coalition partners:**

During FY16, from 1 Oct 2015 to 30 Jun 2016, CAOCL provided language instruction to various schoolhouses, operational units during PTP, and supporting establishment organizations.

1. USMC-specific support:

- a) 961 (+66 from AY15)
- b) 836.5 (-606.5 from AY15)
- c) 55 (+18 from AY15)

2. Joint and Coalition partner support:

- a) 650
- b) 216
- c) 1

3. Most important trends identified by the FY16 IRFs included that the training was considered valuable, most students wanted more time, and there was a desire for specialized mission-specific language instruction.

4. Instructors' AARs identified that units are requesting additional resources for language instruction and recommending follow-on language instruction if time permits before deployment.

### ***Recommendations for AY17 –***

While CAOCL provided fewer hours of language instruction due to units' time constraints, the instruction was targeted to more appropriate audiences. Overall, the time constraints limited effectiveness of instruction and led to units expressing a desire for more comprehensive language instruction.

Currently, CAOCL is developing a menu of language course offerings, based upon units' learning objectives, training time available, and level of language difficulty, to provide a more relevant and realistic instructional program.

CAOCL has also implemented class size limitations in order to enhance instruction.

### **Subject Matter Expert (SME) Support**

- 1. CAOCL provides Cultural SME support to training, planning, and field exercises to include operational cultural expertise to MAGTFs, MCSCG, MCIOC, ITX, other Marine units such as Civil Affairs detachments, as well as Joint and Coalition partners:**

During FY16, from 1 Oct 2015 to 30 Jun 2016, CAOCL provided SME support to various schoolhouses, operational units during PTP, and supporting establishment organizations.

1. USMC-specific support:

- a) 5,108 (+1,290 from AY15)
- b) 1,614.5 (+417.75 from AY15)

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c) 60 (-10 from AY15)

2. Joint and Coalition partner support:

- a) 652
- b) 100
- c) 4

3. SME AARs for ITX indicated consistent problems when Marines utilize interpreters. In addition, evaluation results demonstrated that the majority of SNCOs and officers did not understand the cultures with which they would work during upcoming deployments.

#### *Recommendations for AY17 –*

Since AY15, CAOCL has increased the number of hours of SME support to the operating forces during field exercises due to TTECG's increased emphasis for cultural-evaluated events. However, evaluators have recognized deficiencies in training – both working with interpreters and leaders' unfamiliarity with foreign cultures during exercise evaluation.

CAOCL has proposed to units that they receive the class, Operational Culture General: Working with an Interpreter, prior to pre-deployment exercises.

CAOCL has also encouraged leader participation during training classes and, when possible, will prompt units to consider cultural interaction during exercise planning.

#### **Support to Operational Forces**

- 1. CAOCL provides support to operational forces through the deployment of temporary and permanent Cultural Advisors (CULADs), fulfillment of reach-back information requests, and dissemination of culture and language products to deployed units:**

a) During FY16, 1 permanent CULAD was deployed to Bahrain ISO 5th MEB, MARCENT(FWD). This CULAD deployed with the MEB commander throughout the theater to conferences and exercises. The tasks performed were cultural advising and interpreting.

b) There is currently no formal feedback mechanism for permanent CULADs; however, informal feedback indicates the MARCENT(FWD) CULAD is considered essential and valued by the Commanding General, Chief of Staff, and G-3. A process will be implemented to systematize feedback in the future.

c) We have had no temporary CULADs deployed this FY.

d) Requests are not currently tracked; however, CAOCL has implemented procedures to capture this data in the future.

#### *Recommendations for AY17 –*

This is a new reportable category of support to deployed units. Permanent CULAD support was previously tracked as a single event under "SME support," but the difficulty in quantifying number of Marines supported and hours of support provided yielded unreliable data.

CAOCL is designing a feedback mechanism to record the value of CULAD(s) to a deployed unit.

In addition, CAOCL will track requests for support materials from deployed units, the type of product requested, and how the request is filled (e.g., hard or soft copy material).

## Education

- 1. CAOCL provides foundational education in language, regional expertise, and culture (LREC) for the general purpose force. Institutional priorities include: expanding and sustaining the Regional, Culture, and Language Familiarization (RCLF) Program; sustaining and improving Subject Matter Expert (SME) and instructional and exercise support to MCU and formal schools; and developing LREC via the RCLF curriculum:**

a) RCLF Education Program: RCLF survey results show an approval rating of 78% (-2% from AY15) for content. Format approval has decreased to 76% (-4% from AY15) with the program's overall approval rating at 78% (-4% from AY15). Overall Percentage Approval by Block

Enlisted Block 3	64.8% (-10% from AY15)
Enlisted Block 4	79.2% (no data from AY15)
Officer Block 2	80.0% (-3.9% from AY15)
Officer Block 3	74.7% (-10% from AY15)
Officer Block 4	92.1% (+7.4% from AY15)

b) From 1 July 2015 through 30 June 2016, RCLF completion data is as follows:

c) MCU Support: CAOCL provided 275.5 total hours of classroom support to all students. Additionally, CAOCL provided language support of over 88 (not included in the 275.5) hours in Arabic and Spanish to visiting delegations. Professor of Military Cross-Cultural Competence (PM3C) and Translational Research Group (TRG) provided instructional support to MAGTF Instructional Group (MIG) via a 3 hour lecture for strategy & policy course.

d) CSC Support: CAOCL provided CSC exercise support with SME input to "Pacific Challenge," "Nine Innings" and "Tropic Thunder." CAOCL provided an elective on Intercultural Communication Competence. PM3C advised Master of Military Science (MMS) research for three students. CAOCL additionally provided an Operational Culture : Transnational Organization- ISIS brief to 18 Students.

e) SAW Support: PM3C provided a 1 hour lecture to all students.

f) MCWAR Support: CAOCL provided 107 hours of education to all students at MCWAR.

### *Recommendations for AY17 –*

CAOCL education outcomes reflect both distance learning initiatives through the RCLF program as well as support to MCU.

While the approval ratings for RCLF have decreased since the last AY, CAOCL has already developed updated courses, which were designed to address students' concerns with the curricula; however, the courses are still pending activation on MarineNet.

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CAOCL also recognized shortcomings with end-of-course surveys, which have been enhanced to capture more specific details regarding program quality. These surveys are also pending activation on MarineNet. Student surveys are used to improve the content of the education and the teaching of the class lessons.

CAOCL is exploring multiple academic support tools, such as mobile device applications and formats, in order to increase accessibility and ease of use.

CAOCL is continuously seeking additional opportunities to support MCU.

### **Institutionalization of LREC**

**1. CAOCL serves as one of several stakeholders to institutionalize LREC capabilities throughout the Marine Corps by participating in the Marine Corps CBA process, developing doctrine, and writing/reviewing service-level and T&R Manuals:**

a) Marine Corps CBA: Currently, LREC-related capabilities are generally maintained within JCA-8 functions. During the FY15 CBA Cycle, as a result of reorganization, CAOCL and other stakeholders are seeking a way to standardize CBA procedures in the future.

b) Doctrine: CAOCL completed the author's draft for MCIP 3-44.01. Further, CAOCL contributed to several Marine Corps and Joint Publications.

c) T&R/UTM: LREC T&R revision is underway and scheduled to be complete by approx. 1 Sept 2016. UTM modules for LREC/PTP requirements have been created in MCTIMS.

d) Policy documents: DC/CD&I signed the USMC LREC Strategy 2016-2020 in Jan 2016.

e) Manpower implications: In FY15, the Foreign Area SNCO FMOS was approved and CAOCL informally contributed to the development and employment of assigned personnel.

#### *Recommendations for AY17 –*

In CAOCL's role as the general purpose force LREC advocate for the Marine Corps, we have made good progress over the last year in standardizing policy, doctrine, training requirements, education, and manpower initiatives.

Currently, CAOCL is focusing on developing a community Training & Readiness manual, LREC doctrine, and implementing policy.

CAOCL's institutionalization goals for the next AY are to: implement the LREC OAG through MCCDC (and initiate a larger community of interest) and to consider CBA LREC integration within additional JCA communities (through enhanced planning relationship with MCU).

### **Translational Research Group**

**1. Translational Research Group conducts Human Subjects Research (HSR) and non-HSR studies and provides scientific support for CAOCL's other sections:**

All TRG projects are compliant with Federal and Marine Corps Human Research Protection (HRP) regulations and we have had no adverse HRP incidents. All approved project protocols

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have met benchmarks and deliverables. Four HSR protocols and multiple non-HSR research activities are underway and meeting benchmarks. The active HSR protocols include:

- Longitudinal Program Assessment, 7th Marines – Qualitative
- Longitudinal Program Assessment, 7th Marines – Quantitative
- Ebola 100
- Perspectives on Creative Problem Solving to Support Marine Corps University's Quality Enhancement Plan

Four HSR projects have been completed in AY15-16.

- TECOM Resilience Project
- Power Breath Workshop
- Combat Hunter – Training Observations
- Security Cooperation Longitudinal Assessment

*Recommendations for AY17 –*

Maintain IRB processes and project timelines. Support integration of research results. Identify and operationalize additional assessment measures.

TRG has seen a reduction in the overall number of research projects this AY due to increased support requirements to CAOCL sections and staffing issues.

\*Discussion/Comments, Results, and Recommendations/Changes for the next academic year: See the Center for Advanced Operational Culture Learning Director's Annual Report (enclosure 8)

***Summary of the MCU AY16 administrative and educational support units***

- 34 Sections evaluated
- 100 Administrative Outcomes
- 228 Measurements used to assess the administrative and educational support outcomes

3. Summary. This document has provided the results of the assessment AES units within Marine Corps University for AY16. The recommendations for changes to the AES units for AY17 have also been presented in this report. The continued systematic enhancement of the curriculum review process coupled with the evolving improvements to the AES unit review will continue to provide the method which will ensure MCU sustains its commitment to offer a world-class professional military education.



DR. SUSAN JOHNSTON