



# 35<sup>TH</sup> COMMANDANT OF THE MARINE CORPS COMMANDANT'S PLANNING GUIDANCE

# 2010



PCN#: 50100700000



Marines, Sailors, Civilian Marines and Families,



As your Commandant, I want to say, first and foremost, **thank you** ... for your willingness to serve our Nation at a critical time in its history ... for what I know have been your many sacrifices ... for your continued courage in the face of great danger ... and finally, **thank you** for your fidelity to each other, to our mission ... and to our Corps. We exist today because Congress and the American people want us to exist, but — we *are able to exist today* — because of YOU and your faithfulness!

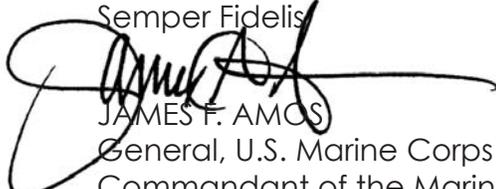
Our performance since September 11, 2001 — at home and abroad, in garrison and in combat — has earned us the right to stand proudly in the long and illustrious line of Marines who have gone before. In Al Anbar Province, we defeated a determined insurgency, proving to the world that Al Qaeda's violent extremism could be beaten, while contributing to a brighter future for the Iraqi people. We rapidly re-deployed to Afghanistan, where we fight our Nation's battles today in another tough neighborhood ... the Helmand Province. All the while, we continued our role as *America's Expeditionary Force in Readiness*, responding to crises around the world. In the past year alone, we have responded to two major natural disasters half a world apart. On board seven amphibious ships, 5,000 Marines deployed immediately to Haiti to provide critical, initial relief and life-sustaining help following a devastating earthquake, and we have been providing similar assistance to flood-ravaged Pakistan. We've served during a time of great challenge ... and we've been equal to every task.

Throughout this remarkable period in our history, General Conway and his wife, Annette, have led our Corps with wisdom, strength and grace. Their many initiatives will serve us well as our Corps continues its march into uncertain times. I am grateful for their leadership and, on behalf of the Marine Corps family ... Bonnie and I wish them Godspeed.

While we remain focused on combat operations in Afghanistan, leaders at all levels must consider the likely challenges of the next two decades and how the Corps will meet them. The future will be different from the world we knew prior to the attacks on 9-11. Through innovation and a willingness to adapt, we will remain the ready and relevant force that America relies on in times of crisis!

The pages that follow provide my guidance and priorities for the Marine Corps. In them I speak of **who we are, where we will operate, what we will do, and where we are headed**. Each of you — from Private to General, Civilian Marines, Families and those who support our Corps — will contribute to our success.

Whether fighting at sea or ashore, Marines have been guided by *honor, courage and commitment*. These core values have been the compass for every Marine's service throughout our rich history. Superior leadership, hard training, and a willingness to sacrifice have forged our Corps into one of the most capable fighting forces the world has ever known. Our Marine Corps has remained true to these values for 235 years ... and so it will during my service as your Commandant.

Semper Fidelis  
  
JAMES F. AMOS  
General, U.S. Marine Corps  
Commandant of the Marine Corps

# Our Heritage



*"Old breed? New breed? There's not a damn bit of difference so long as it's the Marine Breed!"*

*-Lieutenant General Lewis B. "Chesty" Puller, USMC*

## OUR HERITAGE

An AEF officer remembering the Marine Brigade moving up the Paris-Metz road to Belleau Wood in May 1918 commented, ***“They looked fine, coming in there ... healthy and fit – they looked hard and competent. We watched you going in, through those tired ... Frenchmen, and we all felt better ... we knew something was going to happen.”***

***Fix Bayonets by John W. Thomason, Jr.***

The spirit of our Corps, embodied in the eagle, globe and anchor, lives within the soul of every Marine. This spirit is born through arduous rites of passage at boot camp and officer training, after which a young man or woman is called a “United States Marine” for the first time. Our ethos has been shaped by ordinary men and women — patriots who showed extraordinary leadership and courage, both physical and moral. The essence of what we have been, who we are and what we will always be ... endures.



Individual Marines are the bedrock upon which our Corps is built. From the first day of recruit training, to first assignments, to first celebrations of the Marine Corps Birthday, each Marine is infused with an understanding of the deeds of his or her predecessors. What happens on the parade decks at Parris Island and San Diego, or in the hills of Quantico, is what *makes us* Marines — it is the hardening of body and mind, the infusion of discipline and the casting of an indelible *esprit de corps* forged in the cauldron of “things endured and things accomplished, such as regiments hand down forever.” It is almost spiritual!

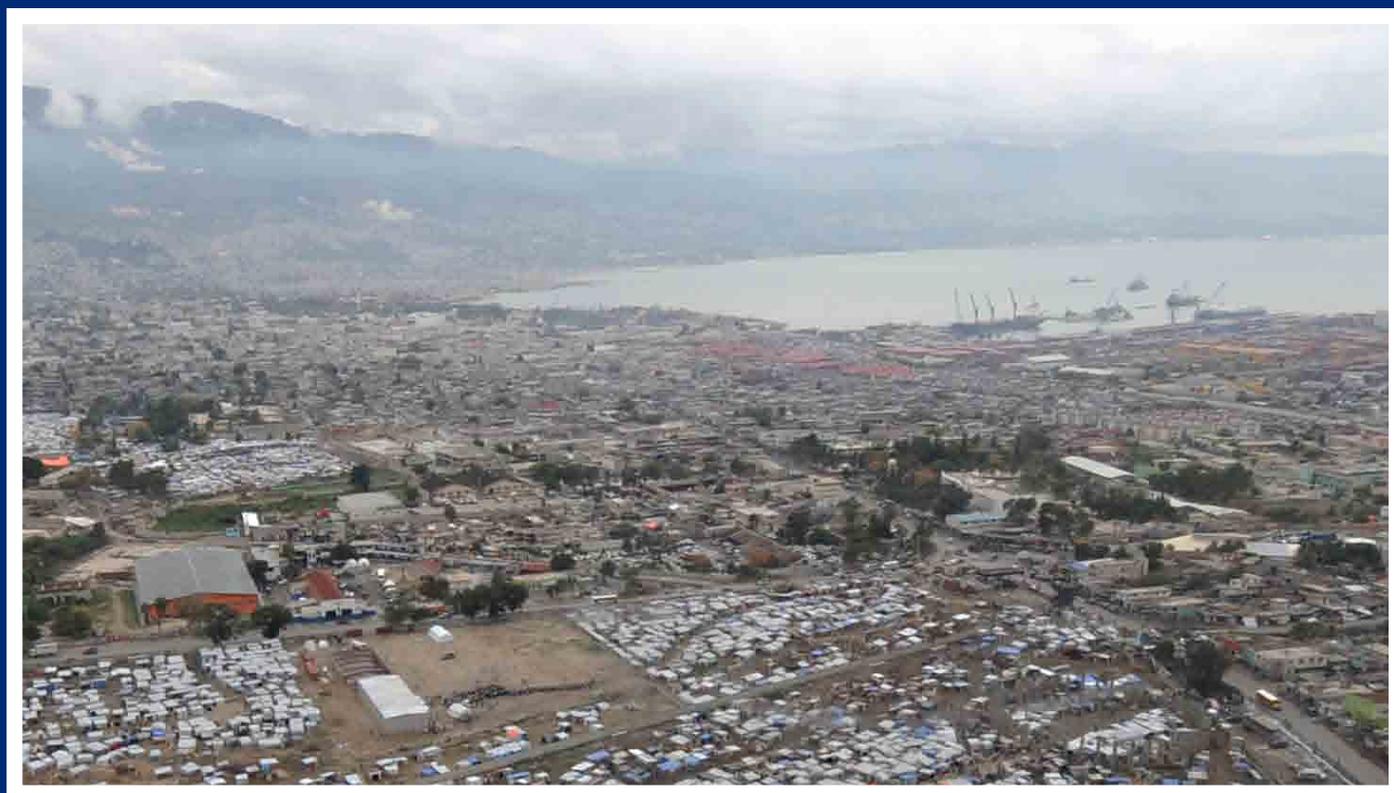
Small unit leadership, unit cohesion, an expeditionary mindset, education, the spirit of innovation and fidelity form the foundation of our Corps. These timeless qualities enable Marines to respond and adapt, and are fundamental to how we approach warfighting. *Semper Fidelis* — “Always Faithful” — to each other and to our Nation — the willingness to sacrifice ourselves for others and the mission is more than just our motto; it is in our DNA!

Shared hardship and adversity create a unique bond between all Marines — past, present and future. We recognize that uncompromising standards, rigorous training and tough discipline are the foundation for our success in the most austere environments. We are all, regardless of rank or MOS, fiercely proud of the title “*Marine.*” Simply being a Marine is what we value most.

*...this is who we are!*



# *The Future Security Environment*



*"I've had a strange sense that two parallel worlds exist on this planet - a stable, progressively growing, developing world and an unstable, disintegrating, chaotic world. The two worlds - the stable and the unstable - are colliding."*

*-General Anthony Zinni, USMC*

## THE FUTURE SECURITY ENVIRONMENT

*The future will not be like today.* As we look ahead, we see a world of increasing instability and conflict, characterized by poverty, competition for resources, urbanization, overpopulation and extremism. Failed states or those that can not adequately govern their territory can become safe havens for terrorist, insurgent and criminal groups that threaten the U.S. and our allies.



Globalization will continue to increase interdependence between nations placing a premium on access to the world's commons — land, sea, air, space and cyber. These five domains converge in the littorals where a majority of the world's population lives in close proximity to the sea. These densely-populated, urban regions will provide sanctuary for our adversaries.

The developing world is trending toward a more youthful demographic. Already pressurized by a lack of education and job opportunities, the marked increase of

young men in underdeveloped countries will likely swell the ranks of disaffected groups, providing a more pronounced distinction between the “haves” and “have-nots.” At the same time, increasing competition for scarce natural resources — fossil fuels, food and clean water — will likely lead to tension, crisis and conflict.

The rise of new powers and shifting geopolitical relationships will create greater potential for competition and friction. The rapid proliferation of new technologies, cyber warfare and advanced precision weaponry will amplify the risks, thus empowering state and non-state actors as never before.

These trends will exert a significant influence on the future security environment and, in turn, the ever-changing character of warfare. Secretary of Defense Robert Gates described this resulting hybrid warfare as the “lethality of state conflict with the fanatical and protracted fervor of irregular warfare, where Microsoft coexists with machetes, and stealth is met by suicide bombers.” This is the world in which we will live.



*...this is where we will operate!*



# *The Role of the Marine Corps*



*"So it's true...freedom is not free, but the United States Marine Corps will pay most of your share."*

*-President Barack Obama, 24 July 2009*

## THE ROLE OF THE MARINE CORPS

*The Marine Corps is America's Expeditionary Force in Readiness — a balanced air-ground-logistics team. We are forward-deployed and forward-engaged: shaping, training, deterring, and responding to all manner of crises and contingencies. We create options and decision space for our Nation's leaders. Alert and ready, we respond to today's crisis, with today's force ... TODAY. Responsive and scalable, we team with other services, allies and interagency partners. We enable and participate in joint and combined operations of any magnitude. A middleweight force, we are light enough to get there quickly, but heavy enough to carry the day upon arrival, and capable of operating independent of local infrastructure. We operate throughout the spectrum of threats — irregular, hybrid, conventional — or the shady areas where they overlap. Marines are ready to respond whenever the Nation calls ... wherever the President may direct.*



**Although the world has changed, one thing has not: America needs an expeditionary force in readiness that is prepared to respond to any crisis.**

We are a maritime Nation with global responsibilities, requiring ready, sea-based forces organized, trained and equipped to conduct operations in the littorals — from humanitarian assistance to major combat and “such other duties as the President may direct.” This has been, and will remain, the Marine Corps' primary role in providing for the Nation's defense.

We must remain ready to deploy to any clime or place with little, if any, notice. Robust, forward-deployed forces with balanced ground, aviation and logistics units enable us to go now, ‘figure things out’ when we get there, and begin operating immediately...even in the most austere environments. To a Marine, the term ‘Expeditionary’ is more than a slogan; it is our state of mind. It drives the way we organize our forces, how we train, and what kind of equipment we buy. By definition, it necessitates a high state of unit readiness.

Our inherent agility buys time for national leaders to develop strategic options, shape the environment and deploy the full capabilities of the Joint Force and other elements of national power. We leverage all forms of strategic mobility to be the ‘first to fight.’ Finally, during periods of crisis, our fellow Americans — like those before them — will greet reports that the President is ‘sending in the Marines’ with a sense of relief and a confidence that their country can respond immediately, and that its interests and values will be protected.





**As part of the Joint Force, the Marine Corps and the Navy work together to leverage the significant advantages that amphibious forces provide a maritime power like the United States.**

The Navy-Marine Corps team will be postured and engaged forward to be most operationally relevant to the needs of our Nation. Due to their demonstrated flexibility, amphibious ships are the most utilitarian platforms in the American fleet for crisis response. They provide the capability for massing potent forces close to a foreign shore, while maintaining a diplomatically sensitive profile. This posture is one

that affords us global relevance. We project influence and combat power ashore from these platforms for missions across the range of military operations.

**As befits our expeditionary nature, Marines will be forward deployed and engaged in areas of instability and potential conflict.**

Engagement activities seek to improve the capability of local governments and their security forces to increase stability and prevent conflict. This requires Marines who are not only fighters, but also trainers, mentors and advisors — roles requiring unique and highly-desirable skills. Through forward engagement, we can prevent a situation from degrading to a point where it threatens our national interests.



**This all points toward a Marine Corps that is a multi-capable, combined arms force, comfortable operating at the high and low ends of the threat spectrum, or in the shaded areas where they overlap.**

Standing at the front door of crisis and conflict, we possess the finesse, the training and the tools to knock at the door diplomatically, pick the lock skillfully, or kick it in violently. Marines are ready to respond when the Nation calls.



*...this is what we will do!*



# *The Way Forward*



*"To remain the Nation's force in readiness, the Marine Corps must continuously innovate. This requires that we look across the entire institution and identify areas that need improvement and effect positive change."*

*-Marine Corps Vision and Strategy 2025*

## THE WAY FORWARD

As we look forward, it is instructive to first take note of what our Corps has done for the Nation during the past decade. From our historic assault 400 miles into Afghanistan from six amphibious ships soon after the terrorist attacks of 11 September, to the rapid attack north to Baghdad in March 2003; from successful counter-insurgency operations in Al Anbar to ongoing operations in Helmand; from Hurricane Katrina to earthquake relief in Haiti; and from aid operations in monsoon-flooded Pakistan to the recent recapture of the pirated ship *Magellan Star*, we have answered our Nation's call ... we have met every challenge.

Yet new challenges, requiring the same spirit of innovation and institutional flexibility, await us. Accordingly, I want to be clear about what our priorities are as we press ahead.

### ***Priorities of the 35th Commandant of the Marine Corps***

- ***We will continue to provide the best trained and equipped Marine units to Afghanistan. This will not change. This remains our top priority!***
- ***We will rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations.***
- ***We will better educate and train our Marines to succeed in distributed operations and increasingly complex environments.***
- ***We will keep faith with our Marines, our Sailors and our families.***



***We will continue to provide the best trained and equipped Marine units to Afghanistan. This will not change. This remains our top priority!*** We have made great progress in Afghanistan; our fellow citizens expect no less of us for the duration of the war. We will ensure that every Marine and Sailor is prepared to succeed in the many types of missions we are conducting in this complex and dynamic operating environment.

***We will rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations.*** To best meet combatant commander needs over the next two decades, we are conducting a comprehensive force structure review to ensure we are optimally configured to remain *America's Expeditionary Force in Readiness*; our entire force — active, reserve and civilian — is being examined in this review. We will improve our ability to function as a lead element of a Joint Force, to execute distributed operations, to provide command and control, and to conduct persistent engagement missions throughout the world.

The demand for military forces with irregular warfare (IW) capabilities will expand over the next two decades. To help meet this demand, we will better resource organizations like the Marine Corps Training and Advisory Group, and where appropriate



consolidate others to improve their synergies and reduce redundancies. We will further institutionalize the Marine Corps Tactics and Operations Group to enhance its contribution and relevance to the training of our Ground Combat Element. We will fully embrace MARSOC and capitalize on its unique capabilities, while we strengthen the relationships between our operating forces and special operations forces. We will increase our capability and capacity to conduct cyber warfare and meet Joint and MAGTF demands.

The future security environment requires a mindset geared toward increased energy efficiency and reduced consumption, thus allowing us to operate lighter and faster. We will aggressively continue our pioneering efforts in energy through our Expeditionary Energy Office, with goals of reduced energy demand in our platforms and systems, self sufficiency in our battlefield sustainment, and a reduced expeditionary foot print on the battlefield.

Lessons learned over the past decade in Afghanistan and Iraq affirm the importance of unit cohesion. Combat effectiveness depends on it. There is no substitute for having the right people, particularly key leaders, in deploying units at the right time. We will change our manpower management, education and training processes to achieve this goal.

All these initiatives require talented and experienced Marines ... as such, we will adjust our force structure accordingly to meet our needs.



**We will better educate and train our Marines to succeed in distributed operations and increasingly complex environments.** We will invest more in the education of our NCOs and junior officers, as they have assumed vastly greater responsibilities in both combat and garrison. We will markedly increase opportunities for Marines to attend resident Professional Military Education (PME), civilian fellowships, and advanced education programs as well as to serve in Foreign Area Officer, Regional

Area Officer, and other interagency assignments. We will immediately capitalize on the recommendations from the 2006 Officer PME Study (*The Wilhelm Report*) and develop the Marine Corps University into a world-class institution.

The conflicts of the 21st Century place tremendous burdens on Marines and Sailors, but these are not the only sources of great stress on our men and women. To improve their resilience, we will work aggressively and creatively to build a training continuum that better prepares them for the inevitable stress of combat operations and to equip them with the necessary skills required to cope with the widely-





varying challenges of life as a Marine. Instruction founded and focused on our core values helps provide some of this resilience and enables effective operations, especially in a complex IW or hybrid environment. Our Values-Based-Training must be central to a Marine's professional development and expanded beyond its current entry-level focus. We will infuse it throughout our training and education system, ensuring our core values remain central throughout our service.

***We will keep faith with our Marines, our Sailors and our families.***

Our approach to caring for Marines, families and relatives of our fallen Marines is based on our unwavering loyalty; this will not change. We will enhance the capabilities of the Wounded Warrior Regiment to provide added care and support to our wounded, injured and ill. We will continue advocating for better diagnostic and increased treatment options for Marines with severe injuries, including Post Traumatic Stress (PTS) and Traumatic Brain Injury (TBI).

We will ensure that Marines, Sailors and their families have availability and access to quality facilities and support programs, as well as resources and benefits that provide a quality standard of living. This same effort will be applied equally to our single Marines, who make up half of our Corps. To ensure effectiveness and efficiency, we will evaluate all Marine Corps Family Team Building Programs to determine where they require expansion to further assist our families and where they can be streamlined to reduce redundancy. We will make concerted efforts at attracting, mentoring and retaining the most talented men and women who bring a diversity of background, culture and skill in service to our Nation. Lastly, we will conduct a thorough "bottom up" assessment of our Transition Assistance Program to ensure it is providing the right educational and occupational assistance to Marines leaving our active duty ranks, thus fulfilling our commitment to return better citizens back to communities across our Nation.



*...this is where we are headed!*

The decisions of the next couple of years will affect the course of the Marine Corps for decades to come. The challenges we currently face — to simultaneously fight a war and rebalance our Corps to confront a complex, future security environment — will require difficult choices to meet the demands of today and those of tomorrow. Through it all, we will remain *America's Expeditionary Force in Readiness* — organized, trained and equipped to respond to any crisis ... any place ... any time. My challenge to all Marines is that, while holding firm to our rich heritage, you remain ready to adapt and respond to the ever-changing demands and conditions of the 21st Century.





## COMMANDANT'S TASKS

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**The Assistant Commandant of the Marine Corps shall provide oversight of the timely execution of the following tasks. In that capacity he will work closely with the Commandant and the assigned principal General Officer(s) to ensure that the 'intent' behind each task is met.**

**Priority #1: We will continue to provide the best trained and equipped Marine units to Afghanistan. This will not change. This remains our top priority!**

- **Improve Unit Cohesion** DC M&RA - recommend changes to personnel assignment policies and plans with the overall goal of increasing unit cohesion at the battalion/squadron level. Focus particularly on the timely arrival and unit longevity of Captains, SNCOs and other key leaders in deploying units. **(Due: 14 Jan 11)**
- **Institutionalize Resiliency Training** ACMC - chair an effort to develop policies and programs to increase individual resiliency training throughout unit forming, training, deployment and post-deployment phases. The objective is to provide the best skills and tools available to Marines and their leaders so that they can better cope with the challenges of combat and the rigor of life as a Marine both deployed and in garrison. **(Due: 18 Feb 11)**
- **Increase Ability to Meet Low Density/High Demand (LD/HD) Personnel Requests** DC CD&I - conduct a comprehensive review of LD/HD personnel requirements and recommend options to generate the required numbers of MOS trained Marines to meet operational demands and achieve a minimum 1:2 PERSTEMPO. The objective is to make the LD/HD units/individuals of the past 8 years into HD/HD. **(Due: 14 Jan 11)**
- **Institute Red Cell** CG MCCDC & CG TECOM - develop a plan for instituting a Red Cell at each MEF and in each deploying MEB. CG TECOM and President MCU will further develop the curriculum to institutionalize Red Teaming within resident SNCO and Officer (CLS, ILS, TLS and SAW) PME courses. The purpose of this cell is to challenge prevailing notions, rigorously test current TTPs and counter group-think. **(Due: 18 Feb 11)**

**Priority #2: We will rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations.**

- **Fully Operationalize Marine Corps Training & Advisory Group (MCTAG)** DC CD&I - develop options to fully operationalize MCTAG to best meet COCOM demands for advising, engaging and partnering. Re-examine its structure — even its naming convention — to ensure that the unit is better prepared to deliver this capability in an efficient manner. **(Due: 17 Dec 10)**
- **Embrace MARSOC** DC PP&O - develop options for increasing MARSOC's operational, logistics and support capabilities to meet COCOM demands (reference 2010 QDR report). Specifically examine and propose solutions to increase desired enablers if required. Recommend options for improvements in integration between Marine operating forces and MARSOC in both training and operations. **(Due: 14 Jan 11)**
- **Institutionalize Marine Corps Training & Operations Group (MCTOG)** DC CD&I & CG TECOM - develop a plan for immediate implementation that reinforces MCTOG's principal mission to train key personnel and increase training standardization within our infantry battalions. The objective is to firmly orient MCTOG on producing infantry battalion Operations and Tactics Instructors (OTIs). **(Due: 17 Dec 10)**
- **Develop Marine Corps Logistics Training Group** DC I&L - develop a concept to stand up a capability similar to MCTOG and MAWTS for logistics units in the operating forces. **(Due: 1 Apr 11)**



- **Consolidate and Strengthen Irregular Warfare Organizations** DC CD&I & CG TECOM develop options to re-organize, consolidate and strengthen IW organizations. The objective is to gain unity of effort in Irregular Warfare, increase effectiveness and efficiency, and reduce redundant capacity. **(Due: 1 Apr 11)**
- **Lighten the MAGTF** DC CD&I - develop a plan for reducing the size and weight of MEUs and MEBs in order that they fit within likely lift constraints. Implementation of the plan shall begin during FY-11 and be fully registered in the POM 13 budget effort. **(Due: 6 Mar 11)**
- **Implement Equipment Oversight Board** ACMC - stand-up and chair an Expeditionary Equipment Review Board that provides final approval and oversight of all new equipment proposals, viewing them through an “expeditionary footprint and lighten the load” lens. **(Due: 17 Dec 10)**
- **Increase Energy Efficiency** Director Expeditionary Energy Office (E2O) - develop a plan to decrease the Marine Corps' dependence on fossil fuels in a deployed environment. Implementation of the plan shall begin during FY 11 and be fully funded in the POM 13 budget cycle. Concentrate on three major areas: (1) increase the use of renewable energy, (2) instilling an ethos of energy efficiency, (3) increase the efficiency of equipment. The objective is to allow Marines to travel lighter — with less — and move faster through the reduction in size and amount of equipment and the dependence on bulk supplies. **(Due: 18 Feb 11)**
- **Improve Support to Homeland Defense** DC PP&O - recommend specific ways the Marine Corps can play a greater role in the planning and execution of operations or missions in support of homeland defense and homeland security. **(Due: 18 Feb 11)**
- **Improve USMC Integration with Interagency** DC PP&O - prepare a comprehensive plan for engagement, liaison and experience tours with key departments and agencies involved in overseas operations of common concern. **(Due: 18 Feb 11)**
- **Increase Cyberwarfare Capability/Capacity** COMMARFORCYBER - recommend options for increasing USMC cyberwarfare capability and capacity through staffing, MOS development, offensive and defensive cyber operations, and joint cyber integration. **(Due: 14 Jan 11)**

***Priority #3: We will better educate and train our Marines to succeed in distributed operations and increasingly complex environments.***

- **Institutionalize Values-Based Training** CG MCCDC & CG TECOM – oversee an effort and present a plan to implement values-based training that focuses on honor, courage, commitment, selflessness, and taking care of our fellow Marines. This training will be added to programs of instruction at all formal schools, as well as integrated within a wide range of training evolutions such as Enhanced Mohave Viper. We will emphasize to Marines the expectation of honorable service to our Nation and reinforce our core values so that Marines treat others with respect, dignity and compassion. The objective is to markedly reduce incidents of illegal/immoral/ indecent acts among Marines, both within and outside of our Corps. **(Due: 18 Feb 11)**
- **Develop Marine Corps University (MCU) into a World Class Institution** CG MCCDC, CG TECOM & President MCU - per the objectives outlined in the 2006 Officer PME Study (The Wilhelm Report), develop a plan of action to immediately implement the key recommendations of the report in order to increase the capacity and quality of military education. Target for completion is NLT the end of FY 13. **(Due: 14 Jan 11)**
- **Increase Enlisted PME** CG TECOM & President MCU - provide recommendations to significantly increase opportunities for NCO and SNCO Marines to attend resident PME. **(Due: 21 Jan 11)**
- **Increase Officer PME** CG MCCDC, CG TECOM & President MCU - present recommendations for increasing officer resident PME training. Consider changing traditional paradigms relative to course lengths and instructional methodology. Specific objectives are to triple resident



Expeditionary Warfare School and double resident Command and Staff College throughput. Examine further opportunities for officer graduate level training, fellowships and research opportunities. **(Due: 11 Feb 11)**

- **Institutionalize RAO/FAO Program** DC PP&O - thoroughly examine current FAO / RAO programs, policies and billets, and recommend options to increase capacity while improving promotion and command competitiveness. **(Due: 21 Jan 11)**
- **Improve Special Education Program (SEP) Payback Policies** DC M&RA - conduct a thorough review of the SEP program. Include an assessment of SEP specialties offered at Naval Postgraduate School to ensure they align with USMC needs, and recommend new offerings if needed. The objective is to improve career progression, MOS proficiency, and future competitiveness in order to arm the Marine Corps with more highly-capable officers who are knowledgeable in the many complex disciplines that contribute to improving our 21st Century warfighting capabilities. **(Due: 18 Feb 11)**
- **Improve Training and Experience Level for Maneuver Unit Squad Leaders** DC CD&I - develop options for training a second-enlistment Sergeant Squad Leader to be capable of better operating on a distributed battlefield. DC M&RA develop options for assigning a trained, second-enlistment Sergeant Squad Leader to maneuver units. **(Due: 11 Feb 11)**

**Priority #4: We will keep faith with our Marines, our Sailors and our families.**

- **Review and Improve Family Readiness** DC M&RA - evaluate all Marine Corps Family Team Building Programs and make recommendations on optimum span of control, where we require further assistance to our families, and where we should streamline to erase redundancy. **(Due: 28 Jan 11)**
- **Improve Diversity Representation Throughout our Corps** ACMC, with DC M&RA & CG MCRC in direct support - chair a comprehensive review of the current diversity posture of and issues within the Marine Corps. This review will aim to develop a comprehensive, institutional strategy: 1) to improve the accession, retention and promotion of qualified individuals and 2) to foster immediate and marked adjustments for improved recruitment of minority Marines (officer and enlisted) along with their career development and mentoring. Upon implementation of an approved Service-wide strategy generated from this study, senior leaders will conduct periodic accountability reviews with CMC. **(Due: 18 Feb 11)**
- **Review and Improve Transition Assistance** DC M&RA - conduct an assessment of our Transition Assistance Program and recommend a plan to revolutionize our approach to better meet the needs of departing and retiring Marines. **(Due: 14 Jan 11)**
- **Examine and Improve Reenlistment Procedures** DC M&RA & SMMC - evaluate current reenlistment policies and make recommendations to standardize reenlistment procedures. The goal of retention is to retain the most qualified instead of the "first to volunteer," while meeting manpower requirements and goals. **(Due: 14 Jan 11)**
- **Integrate Behavioral Health Efforts** DC M&RA - present recommendations on how best to integrate more fully Behavioral Health programs/issues (Combat and Operational Stress Control (COSC), Suicide Prevention, Family Advocacy, Sexual Assault, and Substance Abuse Prevention) within the Marine Corps. **(Due: 11 Feb 11)**
- **Improve Personnel Administration** DC M&RA & SMMC - identify options for the transfer of some fundamental personnel administrative capabilities back to Battalion/Squadron. Further examine the Installation Personnel Administration Center (IPAC) concept to confirm what efficiencies should be retained at IPAC, and what capabilities should be brought back to units in an effort to support the Commanders and their senior enlisted in their fundamental responsibilities to care for their Marines. **(Due: 1 Apr 11)**



*"[The Marine Corps] has fully demonstrated the vital need for the existence of a strong force in readiness. Such a force, versatile, fast-moving, and hard-hitting, will constantly have a powerful impact in relation to minor international disturbances ... Such a force can prevent the growth of potentially large conflagrations by prompt and vigorous action during their incipient stages ... The nation's shock troops must be the most ready when the nation is generally least ready ... to provide a balanced force in readiness for a naval campaign and, at the same time, a ground and air striking force ready to suppress or contain international disturbances short of large-scale war."*

*- 82nd Congress - 1952*



U.S. MARINE CORPS