DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

MCO 3902.1D
C 19
25 Sep 2008

MARINE CORPS ORDER 3902.1D

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS STUDIES SYSTEM

Ref: (a) SECNAVINST 5223.1C
(b) SECNAV M-5214.1

Encl: (1) The Marine Corps Studies System
(2) Quarterly Call for Studies
(3) Center for Naval Analyses (CNA)
(4) Format for Study Completion Letter
(5) Quality Control Questionnaire

Reports Required: I. Study Completion Letter (Report Control Symbol EXEMPT) par. 6c(6) of encl (1), and encl (4)
II Quality Control Questionnaire (Report Control Symbol EXEMPT) par. 6c(6) of encl (1) and encl (5)

1. Situation. This Order establishes authority, assigns responsibilities and identifies relationships within the Marine Corps and outlines the process for the submission of studies and analyses performed through the Marine Corps Studies System (MCSS). Enclosures (1) through (5) provide detailed guidance and procedures for implementing studies and analyses as well as descriptions of the responsibilities for all elements involved with study initiation, execution, and completion.

2. Cancellation. MCO 3902.1C.

3. Mission. The MCSS provides studies and analyses to ensure the Marine Corps has a greater understanding of issues and

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alternatives concerning organizations, tactics, doctrine, policies, force plans, strategies, procedures, intelligence, weapon selection, systems programs and resource allocations. The MCSS is a process by which the Marine Corps nominates, approves, performs, manages and distributes the resultant products throughout the Marine Corps. The MCSS also provides analytical support for decision makers related to the resolution of issues and problems identified by the Operating Forces. The MCSS provides analysis that shapes the future direction of the Marine Corps and provides an independent and objective analytical basis for decision-making. The MCSS provides for a variety of studies and analyses that are approved on a quarterly basis.

4. Execution. This Order provides the specific guidance necessary to sustain and manage the MCSS. The Department of Defense (DoD) establishes management policy for acquiring and managing contractual services for the Armed Forces. The Department of the Navy (DON) implements policy, assigns responsibilities, and prescribes procedures for planning, acquiring, managing, evaluating, and reporting consulting services.

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. The Commandant of the Marine Corps (CMC) and Assistant Commandant of the Marine Corps (ACMC) provide guidance and direction to the MCSS through the Commanding General, Marine Corps Combat Development Command (CG MCCDC), who is responsible for the management of the MCSS.

(2) Concept of Operations. The MCSS provides decision makers and Marine Corps senior leadership with a means to solicit, manage, and benefit from independent and objective analysis in responding to complex challenges facing the Corps. The MCSS includes the combination of organizations, programs, and activities that produce studies and analyses required by the Marine Corps.

b. Subordinate Element Missions. The following section describes the tasks, responsibilities, and authority of the various staffs and organizations associated with the MCSS.

(1) CG MCCDC

(a) CG MCCDC delegated Operations Analysis Division (OAD) with responsibilities for management and execution of the MCSS and provide oversight on all matters pertaining to studies and operations analysis, to include execution of the Quarterly Call for Studies. This includes the nomination process, approval and prioritization, repository maintenance, and announcement of approved studies for execution.

(b) Quarterly publish Marine Corps Studies Master Plan (MCSMP), which shall include the following:

1. All studies approved for execution in the current quarter.

2. Any other information and/or appropriate guidance relevant to the current quarter's study program.

(c) Provide guidance and support for the implementation and execution of this Order.

(d) Conduct and maintain a continuous program of studies and analysis to assist the Marine Corps in making combat development, programmatic, and warfighting decisions.

(e) Function as the Marine Corps' Center for Naval Analyses (CNA) Product Area Manager; provide a point of contact (POC) for Marine Corps/Center for Naval Analyses (CNA) matters; and provide oversight of all Marine Corps funded efforts conducted by CNA for the Marine Corps.

(f) Function as the Fund Administrator for all appropriations authorized to the MCSS program.

(2) Commander, Marine Corps Systems Command (MARCORSYSCOM). CMC has delegated Comptroller responsibility for MCSS funding to the Deputy for Financial Management, MARCORSYSCOM, who shall authorize research, development, test and evaluation funds to the MCSS as allocated for the following two projects:

(a) Project C0030 funding to support the MCSS General Studies.

(b) Project C0031 funding to support all CNA activities performed for the Marine Corps.

(3) All Marine Corps Organizations. Identify and submit proposed study requirements per enclosure (2).

(4) Those activities with CNA Scientific Analysts or Field Representatives shall:

(a) Submit semi-annual performance reports for individuals assigned.

(b) Submit annual billet requirement revalidation to CG MCCDC (C 19).

c. Coordinating Instructions. The MCSS accomplishes its mission through support and actions involving the following organizations:

(1) Contract Performers. The MCSS maintains indefinite delivery, indefinite quantity contracts to support general areas such as modeling, simulation, analysis, and logistics capabilities.

(2) Universities and Labs. The Marine Corps, when appropriate, will contract with universities, and commercial and government labs to support specific portions of the MCSS.

(3) CNA. CNA is a federally funded research and development center whose purpose is to allow the government to tap the strength of the private sector scientific community. CNA provides a capability based on its unique ability to match technical analytical capability with current operational expertise to address Marine Corps issues per the reference.

(4) Internal Studies. The MCSS also performs studies in-house through Marine Corps active duty analysts and government civilian analysts.

(5) Government Organizations. Laboratories, other agencies, and other service organizations (i.e., U.S. Army Training and Doctrine Analysis Center, or Center for Army Analysis) are also used to support the MCSS.

d. Joint Studies

(1) The Marine Corps and other DoD components/agencies are encouraged to maximize benefits from available resources and provide the broadest possible benefits to the full range of users in the DoD. Procedures outlined in this Order may be modified to adapt to the requirements of the other military services participating in joint studies and analyses. CG MCCDC will determine, on a case-by-case basis, which portions of this Order are applicable.

(2) In all cases in which the Marine Corps participates in a joint study sponsored by another government agency, CG MCCDC designated representative shall serve as a member of the Study Advisory Committee or equivalent body. Requests for such assistance will be referred to the CG MCCDC (C 19) for coordination. The assigned individual will be responsible for coordinating any Marine Corps position.

(3) The Marine Corps will, on occasion, be requested to provide support and information to a study being conducted outside the Marine Corps or to review studies completed by other military service or agencies. In the case of Joint Chiefs of Staff (JCS) studies and papers, the CMC is responsible for staff action.

5. Administration and Logistics

a. Study Categories. The studies and analyses conducted within the Marine Corps are classified as either Category I or Category II.

(1) Category I. Category I studies and analyses are those that are conducted through the MCSS and consist of two types.

(a) Formal Studies. Formal studies are those which are nominated and approved in the quarterly call for studies.

(b) Emerging Studies. Emerging studies are those which were not anticipated nor nominated and have emerged due to recent changes or world events. If funding is required, such a study would require CG MCCDC approval. If funding is available through the sponsor, the study may be approved by the Director, OAD.

(2) Category II. Category II studies and analyses are those that are conducted outside of the MCSS by Marine Corps commands or organizations. The MCSS shall be informed of these efforts and provided with an electronic copy of the results.

b. Database. CG MCCDC (C 19) shall maintain a database with information on all Marine Corps studies and analyses projects. This will avoid duplication from command to command and ensure that subsequent analysis is in concert with previously accomplished work.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. The CMC has delegated responsibility for the overall management, supervision, and administration of studies and analyses to the CG MCCDC. This Order is effective on the date signed.

JAMES F. AMOS
Assistant Commandant
of the Marine Corps

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The Marine Corps Studies System

1. MCSS Objectives. The MCSS ensures the Marine Corps has a greater understanding of issues and alternatives concerning organizations, tactics, doctrine, policies, force plans, strategies, procedures, intelligence, weapon selection, logistics, systems, and programs and resource allocations by providing the analytical support for decision makers as follows:

a. Provide analysis that shapes the future direction of the Marine Corps and provides an independent and objective analytical basis for decision-making.

b. Conduct studies and analyses that provide organized analytical assessments or evaluations in support of policy development, decision-making, management, or administration. Examples include:

(1) Cost, benefit or effectiveness analyses of concepts, plans, tactics, forces, systems, policies, personnel management methods, and programs.

(2) Studies specifying the application of information technology and other information resources to support missions and objectives.

(3) Technology assessments and management and operations research studies in support of R&D objectives.

(4) Evaluations of foreign forces and equipment capabilities, foreign threats, net assessments and geopolitical subjects.

(5) Analyses of material, manpower, and logistics systems.

(6) Analyses of training issues and systems.

(7) Mission Area Analyses.

c. Provide quantitative and qualitative information to decision makers.

d. Conduct studies and analyses to support mid- and long-range planning requirements.

e. Enhance the quality and usefulness of studies and analyses conducted by or for the Marine Corps.

f. Provide a structure that will:

(1) Facilitate allocation of study resources to critical issues.

(2) Eliminate unnecessary or redundant studies by establishing a focal point to coordinate all study efforts.

(3) Ensure all agencies have an opportunity to participate in a study.

(4) Document the purpose, objectives, and decisions relating to each study.

(5) Submit reports to appropriate technical databases.

2. Marine Corps Studies Master Plan (MCSMP). The MCSMP is a consolidation of approved studies and analyses projects, and is published quarterly via Defense Messaging System to serve as the basis for planning resource requirements and scheduling priorities for all MCSS projects. The MCSMP is a document that provides a plan for the execution of studies and analyses projects. The MCSMP informs the Marine Corps of approved studies and analyses efforts, and solicits input to those projects.

3. Category I Studies and Analyses. Studies and analyses projects conducted under the auspices of the MCSS are considered Category I studies. There are two types of Category I studies: Formal studies and Emerging studies.

a. Formal studies are planned, comprehensive examinations approved for execution by CG, MCCDC. Requests for formal studies are submitted using the format contained in enclosure (2).

b. Emerging studies and analyses are those studies identified after the conclusion of each quarterly call for

studies, and are considered urgent in nature. Emerging studies are submitted using the format contained in enclosure (2).

(1) Emerging studies requiring MCSS funding require approval by CG MCCDC.

(2) Emerging studies not requiring MCSS funding may be approved by Director, OAD.

4. Category II Studies. Studies and analyses projects conducted outside the auspices of the MCSS by Marine Corps organizations and commands such as contractor supported studies or Naval Postgraduate School trained Marines and Subject Matter Experts, are considered Category II Studies.

a. To ensure studies and analyses projects are not repeated from command to command and that follow-on analysis is conducted in conjunction with past work, all Category II efforts shall be reported to CG MCCDC (C 19) for inclusion in the MCSS database.

b. Upon completion of the effort, an electronic copy of the resultant product shall be provided to CG MCCDC (C 19).

5. Study Performers. The MCSS receives support from the following:

a. Internal Working Groups. Marine Corps Internal Working Groups are organized from within the Marine Corps for the purpose of conducting specific studies and analyses.

b. Contract Performers. The MCSS maintains indefinite delivery, indefinite quantity contracts to support general areas of modeling, simulation, analysis, and logistics capabilities. The Marine Corps, when necessary, may obtain services from other civilian contractors.

c. Universities and Labs. The Marine Corps, when appropriate, will contract with universities and labs to support specific portions of the MCSS.

d. Center for Naval Analyses (CNA). The CNA is a federally funded research and development center whose purpose is to allow the government to tap the strength of the private sector scientific community. CNA provides a capability based on its

unique ability to match technical analytical capability with current operational expertise to address Marine Corps requirements for analysis in the areas of Policy and Operations; Systems and Tactics; Research, Development and Acquisition; Infrastructure and Readiness; Manpower, Medical and Training; Resources, Planning and Assessments; Capabilities, Force Structure and Systems; and Intelligence, Surveillance and Reconnaissance.

e. Internal Studies. The MCSS also conducts studies throughout the year using internal military and government civilian analysts.

f. Government Organizations. Laboratories, other agencies, and other service organizations (i.e., U.S. Army Training and Doctrine Analysis Center, or Center for Army Analysis) are also used to support the MCSS.

6. Responsibilities

a. Senior Level MCCDC Panel. This is an executive level panel established to assist CG MCCDC in evaluating the MCSS and in monitoring, coordinating, and prioritizing studies and analyses. The panel meets quarterly to review and prioritize study nominations. The panel publishes a list of approved studies by message.

b. Operations Analysis Division (OAD), MCCDC. OAD is the designated coordinator for the MCSS. OAD shall act as the single point of contact within the Marine Corps for Marine Corps studies and analyses. OAD shall accomplish the following:

(1) Provide guidance and support in the implementation of this Order.

(2) Designate a Technical Study Leader (SL) to each study.

(3) Designate the OAD Business Center with the business and administrative management of the MCSS as follows:

(a) Coordinate the Quarterly Call for Studies.

(b) Provide staff guidance and coordination in the planning and execution of approved studies.

(c) Program and budget for support of those efforts in the Research, Development, Test, and Evaluation and Marine Corps Operations and Maintenance appropriations.

(d) Assist in all matters of the study process.

(e) Provide oversight and management of contractual, financial and management matters for the MCSS.

c. Study Sponsor. Studies may be sponsored by any organization but nominations must come through HQMC Deputy Commandants, the Operating Forces, and the Supporting Establishment. Each study must have flag level interest and be sponsored by a senior officer (YA-2/3 equivalent). Studies may be co-sponsored if the subject matter is appropriate. The study sponsor's responsibilities include:

(1) Submit the study nomination as outlined in enclosure (2).

(2) Develop and approve the Statement of Work (SOW) or Study Plan.

(3) Monitor study and analysis efforts.

(4) Review study results and reports.

(5) During the conduct of the study identify problems, uncertainties, and pertinent issues.

(6) Ensure a Study Completion Letter (SCL) and Quality Control Questionnaire (enclosures (4) and (5)) are prepared and submitted to CG MCCDC (C 19) within 30 days after delivery of the final study report. These reporting requirements are exempt from reports control according to reference (b), Part IV, paragraph 7.k.

(7) Appoint a Study Project Officer to serve as the Sponsor's action officer for the duration of the study. In the event the SPO cannot continue to carry out these duties, the sponsor shall appoint another SPO, or the study may be terminated.

d. Study Project Officer (SPO). The SPO is the sponsor's action officer responsible for supervising and monitoring all aspects of study performance. The SPO shall:

(1) Ensure the study sponsor is kept advised of the status and progress of the study.

(2) With assistance of OAD personnel, write the SOW. This document is critical to the success of all study efforts.

(3) Submit the SOW to the sponsor and CG MCCDC (C 19) for approval.

(4) Schedule Study Advisory Committee (SAC) meetings, through the Study Coordinator (SC) or Contracting Officer Representative (COR), for the review of the SOW, interim reports, and draft final reports.

(5) Make available to the study performer any required Government-Furnished Information or Government-Furnished Equipment, or assist with provisions of Marine Corps subject matter expertise.

(6) Provide written comments on deliverables.

(7) Upon completion of the final report, prepare and submit a Study Completion Letter (SCL) and a Quality Control checklist to CG MCCDC (C 19) via the Study Sponsor. (See enclosures (4) and (5).)

e. Study Leader (SL). The SL is one of two CG MCCDC representatives on all studies conducted for the MCSS. The SL is an independent analyst assigned to the study. The SL shall:

(1) Assist the SPO in the preparation of the SOW.

(2) Oversee the study performer's work to ensure that the study is progressing as approved and is analytically sound.

(3) Ensure that the SPO is kept apprised of the progress of the study and on any issues, problems, or uncertainties that have arisen during the conduct of the study.

(4) Ensure that the COR or SC and the Head, Analysis Branch are kept apprised of the analytical progress of the study.

(5) Provide written comments on deliverables.

f. Contracting Officer's Representative (COR)/Study Coordinator (SC)

(1) The COR/SC is the second CG MCCDC representative assigned to the study. This individual performs business, financial, administrative, and contract-related work for the study. The COR/SC must complete COR/SC training, possess a valid COR/SC training certificate, and shall be appointed in writing by the Contracting Officer.

(2) The COR/SC is responsible for ensuring the SPO, SL, and study performer complete the study within the scope and objectives of the government SOW and the performer's contractually binding proposal. The COR/SC shall:

(a) Assist in the preparation of the SOW.

(b) Maintain contract files, certify contractor invoices, and monitor all actions and records related to the study and the study performer.

(c) Coordinate SAC meetings.

(d) Serve as the primary liaison to the performing agency, resolving routine issues and forwarding guidance to the performing agency via the appropriate contracting officer.

(e) Ensure that the study is conducted per the provisions of this Order, the SOW, the contractor's technical proposal, and the contract.

(f) Ensure all guidance to the study performer is fully documented and copies are retained in the contract file.

g. Study Advisory Committee (SAC). The SAC provides assistance and advice to the study sponsor and meets to review study reports, evaluate study progress, and ensure the study remains focused on specified study objectives. Each SAC is specifically tailored for each particular study and may include

representatives from MCCDC, Marine Corps Logistics Command, Headquarters Marine Corps (HQMC), Marine Corps Operational Test and Evaluation Activity, Marine Corps Intelligence Activity, Marine Forces Commands, and other organizations having an interest. Any organization, at their discretion, may elect not to participate as a member of the SAC. SAC members shall:

(1) Be available for the duration of the study. In the event a designated SAC member is transferred or must be removed from the SAC for other reasons, that SAC member's command should notify the COR and designate a replacement.

(2) Review, recommend approval, or recommend revisions to the SOW.

(3) Assist the SPO and SL in the conduct of the study as it may pertain to their organizations' area of responsibility.

(4) Keep their parent organizations informed of study progress.

7. Study Cycle. The Marine Corps study cycle is composed of five phases. These phases and the associated actions are outlined below.

a. Phase 1. Study Nomination. The sponsor identifies a requirement for an appropriate study or analysis and submits a study nomination. Procedures for a study nomination are at enclosure (2). Examples of types of appropriate study topics include:

(1) Cost, benefit or effectiveness analyses of systems, policies, personnel management methods, and programs;

(2) Investigating the application of information technology and other information resources to support missions and objectives.

(3) Technology and new sciences assessments and management in support of R&D objectives.

(4) Analyses of logistics systems.

(5) Environmental impact analysis.

(6) Analytical support to operations and exercises.

(7) Evaluation of foreign forces and equipment capabilities, foreign threats, net assessments, and geopolitical subjects.

b. Phase 2. Review and Approval. Senior Level MCCDC panel reviews the study nominations and provides a recommended, prioritized list of studies to CG MCCDC. Criteria for prioritization is developed quarterly based on CG MCCDC guidance and published in the Quarterly Call for Studies message.

c. Phase 3. Study Preparation

(1) Sponsors are notified of the CG MCCDC decision pertaining to their study via electronic correspondence. The sponsor then appoints a SPO for approved studies who acts as liaison between the sponsor and the MCSS and who shall perform those actions required to complete the study.

(2) The SPO, with the assistance of the SL and COR, prepares the SOW.

(3) The SOW is reviewed by the SAC as appropriate.

(4) The final SOW is approved by the sponsor.

(5) The COR forwards the SOW to the Regional Contracting Office with a Request for Proposal. The SL, COR, and SPO will serve on the proposal review panel and/or source selection panel as appropriate.

(6) The study effort begins when the proposal is approved and the contract task order is awarded.

d. Phase 4. Study Execution

(1) During the execution of the study, the SPO is responsible for routine coordination with the SL, COR, and SAC.

(2) The SAC shall meet, as scheduled via the task order, to review interim reports and receive progress briefs.

(3) The SPO shall prepare consolidated written comments on each deliverable and submit via the SL to the COR/SC, who will deliver to the performer.

e. Phase 5. Study Completion

(1) Study Final Report and Format. Final reports shall completely document the assumptions, methodology, data, any models used, and all recommendations of the study effort. A typical format for a final report is shown in figure 1-1.

Section	Content
ES	Executive Summary (5-10 pages)
I	Introduction
	A. Background
	B. Purpose
	C. Objectives and Scope
	D. Assumptions
	E. Major Factors for Consideration
	F. Methodology
II	Analysis and Results
III	Conclusions and Recommendations
Appendices	Annotated Bibliography
	Classified Data (if required)
	Other supplemental information as required

Figure 1-1.--Format for Final Report

(2) Study Completion Letter (SCL). The SCL is an important aspect of the study process. Within 30 days after receipt of the final report, the sponsor shall submit the SCL to CG MCCDC (C 19). The SCL provides information and results of the completed study to the community affected and the Marine Corps as a whole. At a minimum, the following information should be included in the SCL:

(a) The background, purpose, and objectives of the study. Describe the sponsor's intentions based on the results, recommendations, or courses of action provided by the study.

Describe what the sponsor requests, or recommends of other commands, (or the Marine Corps as a whole) based on the study results.

(b) Significant results and major points or recommendations produced from the study.

(c) Any actions required to implement recommendations or pertinent comments regarding the study and its overall benefit.

(d) No distribution of the study can take place without the SCL, which shall be signed by the sponsor.

(e) Once the SCL has been completed, distribution of the study will take place and a copy of the SCL shall accompany the study.

(f) Questions regarding the SCL should be directed to the COR/SC.

(g) An SCL format is contained at enclosure (4).

(3) The COR/SC shall review the SCL, route the completed study and SCL to CG MCCDC, as determined by the Director of OAD, and make distribution of the study as indicated in the SCL. MCSS personnel shall also submit the study to the Defense Technical Information Center and the Marine Corps University, which shall hold for reference availability.

Quarterly Call for Studies

1. Background

a. The study nomination is the first step in the study process. Study nominations are solicited on a quarterly basis via Defense Message System. Nomination should be submitted per the timelines outlined in the Quarterly Call for Studies message. Each study must be sponsored by a senior officer. Studies without a senior officer sponsor (YA-2/3 equivalent) may be nominated with a recommendation that OAD request sponsorship from the advocates. Emerging studies and analyses may be submitted at anytime.

b. Each call for studies will identify the focus areas as follows:

(1) First Quarter: Focuses on CMC/Deputy Commandant level issues.

(2) Second and Fourth Quarter: Designed to accommodate pop-ups.

(3) Third Quarter: Focuses on combat development issues.

c. Approved studies are prioritized and ranked into two tiers as follows:

(1) Tier one studies are considered worthy studies, matches the guidance for the quarter, and will start as soon as possible.

(2) Tier two studies are considered worthy studies, does not match the priorities laid out by CMC and/or CG MCCDC, and will commence based on availability of resources.

d. Study nominations are evaluated based on a number of criteria to include:

(1) Value/payoff to the Marine Corps.

(2) Suitability for analysis.

(3) Estimated level of effort/cost.

(4) Linkage to future decisions made within the study sponsor's area of responsibility.

e. Each nomination will be carefully scrutinized to ensure it is suitable for the studies system resources. The nomination must be analytically rigorous in its approach. Issues that could be addressed by a staff or group of subject matter experts will be rejected as inappropriate.

2. General Rules

a. Every effort should be made to keep the nomination unclassified.

b. The study nomination should contain sufficient information to allow an understanding of the issue without reference to other materials.

c. Study POCs must be Marines or government employees, not contract employees. The POC must be available to travel to MCCDC to develop the SOW and must have sufficient time at their current assignment to assist with the completion of the study.

3. Study Nomination for Category I studies. The study nomination shall be submitted via the MCCDC SharePoint Portal at https://portal.mceits.usmc.mil/sites/mccdc/OAD/MCSS/web%20pages/study nominations.htm in the format provided below. A MCEITS account is required and may be requested by government employees only via abovementioned web portal. Problems or questions regarding the MCEITS account process should be directed to the MCCDC helpdesk at (703) 784-6191. If submission over this site is not possible, a copy of the completed format should be forwarded via email to CG MCCDC (C 19), Attention OAD, mcss@usmc.mil or fax to (703) 784-3546. If these methods are not feasible, the format may be locally reproduced, completed, and sent to CG MCCDC (C 195) via the most expeditious means. All study nominations must have the approval and support, at the submitting command, of a senior officer (YA/C-2/3 equivalent), who shall be the study sponsor.

4. Format. If the MCCDC SharePoint Portal https://portal.mceits.usmc.mil/sites/mccdc/OAD/MCSS/web%20pages/study_nominations.htm is unavailable, the following information should be sent via the most expeditious means available to CG MCCDC (C 195).

a. Sponsor.

b. Study POC.

c. Address.

d. Telephone numbers; commercial, DSN, and FAX.

e. Email address.

f. Study title.

g. Study objective (This is key; state/identify what it is you are trying to accomplish)

h. Study scope.

i. Desired start and completion dates.

j. Any additional information pertinent to the study.

5. Category II Studies. Category II Studies are those studies not undertaken by the MCSS. Commands conducting Category II studies shall notify CG MCCDC (C 19) via designated liaison upon study initiation.

Center for Naval Analyses (CNA)

1. Description. The CNA is a federally funded research and development center, under contract with the Office of Naval Research. Coordination of CNA activities on behalf of the Marine Corps is provided through CG MCCDC (C 19).

2. The Mission of CNA is to:

a. Conduct a continuing program of research, studies, and investigations to assist the DON in making management decisions concerning the application and development of naval capabilities.

b. Assist the Operating Forces of the DON with operational analyses to help improve current capabilities.

c. Provide operational data for studies and analyses.

3. CNA Provides:

a. Formal study support.

b. Quick response analytical support.

c. Field exercise analytical support.

d. Field representatives and scientific analysts to Marine Corps commands as requested by the Marine Corps.

e. Support in those areas where the Marine Corps requests studies and analyses.

4. The Marine Corps provides a MCCDC-sponsored representative/ Liaison Officer to CNA who requires special education in operations analysis. This officer functions principally as both a representative/liaison officer and as a military analyst within CNA. This officer is responsible to the Director, USMC Program of CNA in the performance of assigned duties, but will remain responsive to the requirements of CG MCCDC. The duties of the Marine Corps representative are:

a. To serve as a representative of CG MCCDC to CNA.

b. To function as the military POC and accomplish appropriate liaison with CG MCCDC, HQMC, and Marine Corps field activities.

c. To keep abreast of all ongoing CNA projects, and keep CG MCCDC informed of their status.

d. To remain abreast of Marine Corps research, development, and study activities; and keep CNA informed of pertinent matters.

e. To provide or arrange for the necessary military expertise for input into CNA studies and analyses sponsored by the Marine Corps.

f. To assist, where appropriate, in the conduct of studies and analyses.

g. To accompany members of the CNA professional staff on visits to Marine Corps commands, in connection with assigned studies and analyses.

5. Scientific Analysts. The MCSS may provide for CNA scientific analyst support to MCCDC, HQMC, and other organizations, as directed by CG MCCDC. The scientific analyst serves as a two-way conduit for the flow of information concerning current issues with senior Marine Corps officials. The scientific analyst can also provide limited, independent objective, analytical support to the host organization. The scientific analysts assist the above activities in defining requirements and providing quick response analytical support. Requests for scientific analytical support shall be submitted to CG MCCDC.

6. Field Representatives. The MCSS provides CNA field representatives to commands throughout the Marine Corps. The CNA field representative provides dedicated full-time on-site analytical support to the commander to whom they are assigned. Reference (a) provides additional guidance on the CNA field representative program.

7. Types of Support

a. Exercise Support. CNA can provide analysts to evaluate specific analytical problems in the course of a field exercise. Commands requiring exercise support must request this support through their Marine Force commanders, who are allocated a fixed-level of CNA exercise support each fiscal year.

b. Above Core. CNA can provide analytical services to all Marine Corps commands upon their request. This support is referred to as "Above Core" and must be funded by the requesting command and have no negative effect on the core program. CG MCCDC retains approval authority for all Above Core efforts.

c. CNA Self-Initiated. The efforts of CNA or the Marine Corps shall be devoted primarily to projects that have the concurrence of both CNA and CG MCCDC. In most instances, this responsibility would be exercised by CG MCCDC via formal tasking letters. CNA may allocate a percentage of available Marine Corps funds to self-initiated and self-directed efforts, for which no sponsor is identified. The exact percentage of this effort is determined by the current CNA contract.

d. Formal Studies. Analyses that involve concepts, doctrine, and development of requirements with significant effects on the Marine Corps.

e. Quick Response Studies. Limited duration, analytical support tailored to the sponsor's needs.

8. Study projects performed by CNA normally follow the same procedures as outlined in enclosure (1). Requests for CNA assistance may be submitted at any time, but sponsors shall strive to provide these requests to the quarterly call for studies.

9. Report Distribution. CNA will normally distribute final reports to the Defense Technical Information Center, per the existing contract.

Format for Study Completion Letter

ORGANIZATIONAL LETTERHEAD

3902
(Office Code)
(Date)

From: Sponsor Command
To: Distribution

Subj: STUDY COMPLETION LETTER FOR THE _____ STUDY

Ref: (a) MCO 3902.1D

Encl: (1) Executive Summary for the _____ Study (one-two Page summary)
(2) Full name of study

1. Study Information. At a minimum, the following should be included in the SCL.

a. Background. This study was conducted under the auspices of the Marine Corps Studies System per reference (a) (and any other pertinent information which might be necessary to explain the background of the study).

b. Purpose. The purpose of this study was to (completely explain the reasons the study was needed in one to three sentences).

c. Objectives. The _____ study has been completed and the objectives of the study have been met (or explain the situation as appropriate). The study objectives were as follows:

(1)

(2)

(3) (continue as required)

d. Results. The following major points or recommendations have been produced by the study.

(1)

(2)

(3) (continue as required)

2. Sponsor Intent. Describe what action(s) the sponsor intends to take based on the study and what the sponsor requests or recommends other commands (or the USMC as a whole) do based on the study results.

3. Distribution. The following are distribution statements that the sponsor must assign to the study prior to completion.

a. Distribution Statement A. Approved for public release; distribution is unlimited.

b. Distribution Statement B. Distribution authorized to U.S. Government agencies only (fill in reason) (date of determination). Other requests for this document shall be referred to (insert controlling DOD office).

c. Distribution Statement C. Distribution authorized to U.S. Government agencies and their contractors (fill in reason) (date of determination). Other requests for this document shall be referred to (insert controlling DOD office).

d. Distribution Statement D. Distribution authorized to the DOD and U.S. DOD contractors only (fill in reason) (date of determination). Other requests shall be referred to (insert controlling DOD office).

e. Distribution Statement E. Distribution authorized to DOD Components only (fill in reason) (date of determination). Other requests shall be referred to (insert controlling DOD office).

f. Distribution Statement F. Further dissemination only as directed by (inserting controlling DOD office) (date of determination) or higher DOD authority.

g. DISTRIBUTION STATEMENT X. Distribution authorized to U.S. Government agencies and private individuals or enterprises eligible to obtain export-controlled technical data (date of determination). Controlling DOD office is (insert).

/SIGNATURE/

DISTRIBUTION:
List all organizations that should receive a copy of the study. Defense Technical Information Center and MCU Research Center are usually included in the distribution.

Quality Control Questionnaire

The following questionnaire should be completed by the sponsor. No additional information is required other than study title, sponsor command, and remarks.

Study Title:

_____

Sponsor Command:

_____

Question	Remarks
Does the study cover the topic area adequately?	
Do you believe the analyses were thorough?	
Are the briefing and executive summaries useful?	
Were the briefing and executive summaries written so that a non-expert can clearly understand the study and its issues?	
Did the study performer keep you informed about the status of the project?	
Were your original expectations satisfied?	
Was the project team knowledgeable in the areas covered by their research?	
Did the analysis fully and fairly address the problem you wanted to solve?	
Were deliverables provided on schedule?	
Was the study system responsive?	
Was the project completed in time to be useful to your organization?	
Additional Comments:	