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**2017 CMC Institutional-Level Task List  
for Deputy Commandants (DCs) and Commanders**

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**UNITED STATES MARINE CORPS**

General Robert B. Neller  
37<sup>th</sup> Commandant of the Marine Corps

Effective: 7 February 2017

## **2017 CMC Institutional-Level Task List for Deputy Commandants (DCs) and Commanders**

The institutional-level tasks listed in this document fall into the five focus areas first outlined in [FRAGO 01 / 2016: \*Advance to Contact\*](#):

- 1) People
- 2) Readiness
- 3) Training & Education, Experimentation, and Simulation
- 4) Integration with the Naval and Joint Force
- 5) Modernization and Technology

Many of the 25 tasks listed below are follow-on tasks from FRAGO 01. Others are entirely new for 2017. Some tasks can and will be completed in the short-term, while others will require long-term focus and effort. Regardless, *we will continue to hold ourselves accountable for making steady progress on all of these tasks throughout the year.*

The purpose, context, and deadline for each task are provided. Each task also lists a Deputy Commandant (DC) or Commander as the Office of Primary Responsibility (OPR) for completing the task. Where applicable, supporting DCs and Commanders are designated. I will expect periodic updates and progress reports for each task during our quarterly executive offsite meetings for senior general officers. I will assess progress and direct adjustments with the OPRs as necessary.

**End State:** During 2017, our primary actions and desired end state for each focus area are:

**People:** We continue to recruit, develop, and promote fit, intelligent, disciplined, and resilient Marines of substance and character. All leaders provide firm, positive leadership. We improve how we screen, lead, and transition our Marines. Leaders and Marines are assigned to units with sufficient time to prepare for the next mission. We plan and implement the manning, training, and equipment changes necessary to realize our future force.

**Readiness:** We are prepared to deploy with a deeper “ready bench” of well trained, properly manned, and equipped units. Our approach to readiness is holistic and includes our units, equipment, facilities, and individual Marines. It is strengthened by leadership, esprit de corps, challenging training, no-notice drills, and the diligent maintenance of our facilities and equipment. Marines live, train, and operate from an improved global framework of installations, which enable the projection of our combat power. We embrace the new National Military Strategy (NMS) by reconsidering our posture and readiness through a global, threat-based, and transregional framework.

**Training & Education, Experimentation, and Simulation:** Our training, education, experimentation, and simulations are aligned to test, practice, and adapt the warfighting concepts described in our [Marine Corps Operating Concept \(MOC\)](#) against a multi-domain, near-peer threat. All of these must be grounded in our warfighting fundamentals (e.g., combined arms, maneuver warfare, tactical and technical competency with our weapons systems, etc.) and incorporate realistic conditions (e.g., near-peer adversaries, degraded communications, air defense/Red Air, chemical/biological threats, and IW). We continue to use force-on-force

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training and make effective use of existing simulation capabilities to increase the number of “sets and reps” available to units, leaders, and individual Marines.

**Integration with the Naval and Joint Force:** We remain committed to our role as a naval expeditionary force that creates decision space for national leaders and assures access for the Joint Force as part of a naval campaign. The Navy/Marine Corps team is trained and resourced to continue to execute large amphibious training events to regain and retain our amphibious skill set. We institutionalize integration models with other services and with United States Special Operations Command (USSOCOM) to ensure we provide complementary capabilities to the Joint multi-domain fight.

**Modernization and Technology:** We aggressively experiment with and evaluate new equipment and ideas. We operationalize and quickly field new technology and incorporate innovative ideas from Marines to improve our warfighting capability and capacity. We accelerate the reset of legacy equipment and installations and streamline the procurement of new equipment.

*Overall, we are and will remain a U.S. Marine Corps comprised of the highest quality Americans who are collectively committed to the mission and who are well-led, trained, and equipped... and when called upon to fight, we win—always.*

To achieve our end state, we will focus our efforts on the following tasks:

**People:**

- 1) **Task:** (Follow-on from FRAGO 01) Execute the first phase of our Marine Corps Force 2025 implementation plan no later than (NLT) 30 June 2017.

**Purpose:** To identify key capability milestones and decision points needed to successfully recruit, organize, train, and equip our future force.

**Context:** Our Force 2025 design changes will be phased over the next 10 years. In the near-term (1-3 years), our implementation plan will focus on the phasing and execution of our experimentation, training & education, and force structure modification efforts. As we conduct war games and learn, we will annually adjust our Force 2025 implementation plan to account for new technologies, changes in concept, emergent threats, and available resources.

**Office of Primary Responsibility (OPR):** DC, Combat Development & Integration (CD&I)

**Supporting:** DC, Manpower & Reserve Affairs (M&RA); DC, Programs & Resources (P&R); and Commander, Marine Corps Forces Command (MARFORCOM)

- 2) **Task:** (Follow-on from FRAGO 01) Complete a review of our Reserve Component structure NLT 30 June 2017.

**Purpose:** To ensure the Reserve Component is complementary to and easily integrated into the Active Component and can better serve as a force provider for steady-state deployments and campaigns in the future.

**Context:** The Reserve Component has played a critical role in both steady-state operations and combat for the past 15 years. As the Marine Corps continues to contend with a high operational tempo and fiscal uncertainty, this review will ensure we have Marines and reserve units in the

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right locations. It will also help us to maximize the organic strengths of the Marine Reserve to best deliver needed capabilities and capacities for the Total Force.

**OPR:** DC, CD&I

**Supporting:** Commander, Marine Forces Reserve (MARFORRES); DC, M&RA; and DC, Plans, Policy, and Organization (PP&O)

- 3) **Task:** (*Follow-on from FRAGO 01*) Implement our High Quality Marine Concept and develop a manpower modernization plan NLT 30 June 2017.

**Purpose:** To update our manpower assignment, retention, and promotion systems to facilitate unit staffing, stability, and cohesion.

**Context:** Modernizing our manpower management by occupational field, skill designator, and worldwide assignability will contribute to this end. We will improve the MOS assignment process at Recruit Training / TBS by considering aptitudes, unique skill sets, and experience (e.g., cyber education, language skills, and cultural expertise) of incoming Marines. The High Quality Marine Concept will also help to identify, retain, and promote Marines who demonstrate exceptional leadership and technical abilities. It will focus on improving the retention and promotion processes for field grade officers and senior enlisted as well. It will include expanded fitness report narrative assessments for Lieutenant Colonels and First/Master Sergeants in order to better evaluate their potential for command and increased responsibilities.

**OPR:** DC, M&RA

- 4) **Task:** (*Follow-on from FRAGO 01*) Re-align our service-level activities and HQMC directorates to establish a new, three-star Deputy Commandant position and department for all facets of Information Environment Operations (IEO) NLT 31 December 2017.

**Purpose:** To support an all-service approach to IEO and its policies.

**Context:** The evolving use of information requires the Marine Corps to further develop and organize its capabilities in the information environment. We will develop and execute a transition plan to align our HQMC and service organizations to include C4 Department, Intelligence Department, and portions of Marine Corps Information Operations Command (MCIOC), PP&O, and CD&I under a unified IEO construct.

**OPR:** DC, CD&I

**Supporting:** DC, PP&O

- 5) **Task:** (*Follow-on from FRAGO 01*) Implement the Marine for Life Cycle concept as a cradle to grave program NLT June 2017.

**Purpose:** To expand the current Marine for Life program in order to educate Marines and help them stay connected to the Corps and their fellow Marines following their service.

**Context:** This expansive initiative will better inform Marines of their benefits, resources, and opportunities during all phases of their active service (e.g., first duty station, reenlistment, promotion, deployment, and redeployment). When Marines decide to transition to civilian life, we will leverage exit surveys to ensure we understand why Marines leave in order to improve our retention. We will also publish, distribute, and maintain a reunion playbook with best practices, contacts, and lessons learned to help all Marines stay connected throughout their entire lives.

**OPR:** DC, M&RA

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**Readiness:**

- 6) **Task:** (*Follow-on from FRAGO 01*) Accelerate our Aviation Recovery Plan (continuing action).

**Purpose:** To further improve our aviation readiness.

**Context:** *Our current aviation readiness is the most critical shortfall within the Marine Air Ground Task Force (MAGTF).* The combination of our high operational tempo, manpower challenges in critical aviation MOSs, and insufficient materiel support has made it problematic to transition to new aircraft and concurrently support aging legacy aircraft. HQMC Aviation has conducted a series of Independent Readiness Reviews (IRRs) and developed an enterprise approach to readiness with specific initiatives applied to every aviation platform. We will look for greater efficiencies and apply greater resources (if and when available) to accelerate our recovery plan. We will endeavor to speed up our aircraft transition plan as we replace F-18s, EA-6Bs, and AV-8Bs with F-35s; complete the acquisition of MV-22s, AH-1Zs, and UH-1Ys; and start to replace our CH-53E fleet with CH-53Ks in 2019. *Our top aviation readiness priority is increasing Marine air crew proficiency.* We will need sufficient funding to replace legacy aircraft and better parts support to increase the number of Ready Basic Aircraft (RBA), which can support air crew training and qualification.

**OPR:** DC, Aviation (AVN)

**Supporting:** DC, PP&O; DC, M&RA; Commander, MARFORCOM; and Commander, Marine Corps Forces Pacific (MARFORPAC)

- 7) **Task:** (*Follow-on from FRAGO 01*) Reinforce and sustain ground equipment readiness efforts across the Corps (continuing action).

**Purpose:** To increase the depth of our ground “ready bench.”

**Context:** We are on track to reset and reconstitute our ground equipment (excluding Mine Resistant Ambush Protected (MRAP) vehicles) NLT the end of 2017. Our Readiness Recovery Model will set goals for the next five years to keep us on track. In order to maintain our momentum, we will look for areas of improvement within each ground unit to increase the overall combat effectiveness of the force.

**OPR:** Deputy Commandant, Installations and Logistics (I&L)

**Supporting:** DC, PP&O; Commander, MARFORCOM

- 8) **Task:** (*Follow-on from FRAGO 01*) Increase the number of deployable and ready Marines across the Force NLT 31 December 2017.

**Purpose:** To maximize the aggregate combat power of the Marine Corps.

**Context:** We need every Marine deployable for today’s and tomorrow’s fight. *The abuse of alcohol in our ranks continues to be the most damaging behavior that negatively impacts personnel readiness.* Alcohol abuse is a contributing factor to many destructive acts: sexual assault, DUIs, illegal drug use, domestic abuse, accidents, and other undisciplined, unprofessional behavior. *All Marines must take ownership of their own alcohol consumption habits and recognize their potentially corrosive effects on their own and their unit readiness.* We must be brutally honest with ourselves and each other in this area. Otherwise, all other efforts to make ourselves better will be ineffective. *We must drink less, read more, and PT smarter.* Commanders will further improve personnel readiness by reviewing their unit limited duty, legal, administrative and medical processes at least once a month in order to identify any resource shortfalls preventing Marines from returning to a deployable status. Additionally, we will modify our officer and enlisted accession contracts and assignment policies to improve

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worldwide assignability and account for the time needed to train and execute two deployments per enlistment. Finally, we will ensure that all Marines with family members have a Family Care Plan (FCP) to ensure their worldwide deployability.

**OPR:** All Commanders and Senior Enlisted Advisors

**Supporting:** DC, M&RA; Commander, MARFORCOM; Commander, MARFORPAC; Commander, MARFORRES

- 9) **Task:** (*New*) Assess the 5-year Training, Exercise, and Employment Plan (TEEP) and develop a plan to increase dwell across the force above the current 1:2 ratio NLT 31 December 2017.

**Purpose:** To facilitate comprehensive readiness recovery and to support strategic guidance, naval strategy, and future force development.

**Context:** Over the 5-Year TEEP, we must balance our response to near-term demands with readiness recovery, contingency response, and long-term force development. Our plan will include an analysis of the costs and opportunities of Reserve Component mobilization to offset Active Component capabilities. The optimal deployment-to-dwell ratio will not be the same for all elements of the MAGTF, and we must strike the right balance between risk-to-force, risk-to-mission, and risk-to-institution. Potential factors to consider among others: increasing the end strength of the force, growing key Military Occupational Specialties (MOSs), and decreasing in Global Force Management (GFM) demands.

**OPR:** DC, PP&O

**Supporting:** Commander, MARFORCOM and DC, M&RA

- 10) **Task:** (*Follow-on from FRAGO 01*) Fully implement the Marine Corps Physical Fitness Program (MCPFP) NLT 31 December 2017.

**Purpose:** To improve readiness throughout the Marine Corps by instituting a holistic approach to physical fitness training.

**Context:** Building upon our already high physical fitness standards, we will institute an expanded service-level physical fitness program that integrates all aspects of physical fitness: science-based exercise programs with enhanced training methods, injury prevention protocols, and nutrition education. The MCPFP will improve long-established practices and the underlying way most Marines currently approach physical fitness training. The centerpiece of the MCPFP is the creation of a cadre of Force Fitness Instructors (FFIs) who will be apportioned throughout the force down to the company/squadron level. As Commanders' subject matter experts (SMEs) on physical fitness, FFIs will teach, coach, mentor, and motivate Marines through rigorous physical training and education. Achieving full implementation of the MCPFP during 2017 will require the integration and consolidation of the myriad physical fitness programs and expertise found across the Corps.

**OPR:** Commanding General, Marine Corps Combat Development Command (MCCDC)

- 11) **Task:** (*New*) Develop metrics and readiness reporting procedures for small units/teams/detachments formed and trained NLT 31 December 2017.

**Purpose:** To accurately assess our small unit combat readiness.

**Context:** A critical measure of our overall readiness is the number of sections, crews, teams, squads, platoons, and companies/batteries/detachments we have formed, equipped, and trained. Current metrics and readiness reporting do not sufficiently capture the readiness levels of our small units and their availability to deploy in support of our rotational requirements or crisis

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response. Our objective is to increase small unit readiness by addressing gaps in equipment, training, grade, MOS, and qualifications.

**OPR:** DC, PP&O

**Supporting:** DC, CD&I; DC, AVN; DC, I&L; Commander, MARFORCOM; and DC, M&RA

- 12) Task:** (*New*) Develop an implementation plan for the Marine Corps Operating Concept (MOC) and determine its associated costs NLT 30 June 2017.

**Purpose:** To realize the MOC's operational approach and determine its associated financial costs.

**Context:** The MOC justly asserts in its problem statement that currently the Marine Corps is not optimally organized, trained, equipped, and postured to meet the demands of the evolving operating environment characterized by its complex terrain, technology proliferation, information warfare, battle of signatures, and an increasingly non-permissive maritime domain. To address these challenges, the MOC provides an innovative operational approach underpinned by specified tasks, implied tasks, and coordinating instructions to be completed NLT 2025. While these tasks and coordinating instructions are clear, the associated implementation plan and its cost implications require further development and financial analysis.

**OPR:** DC, CD&I

**Supporting:** DC, P&R; DC, PP&O

- 13) Task:** (*Follow-on from [MARADMIN 645/16](#)*) Execute the CMC Infrastructure Reset Strategy (continuing action).

**Purpose:** To optimize our facilities footprint and investments to maximize our installation capabilities.

**Context:** Marine Corps infrastructure today exceeds mission requirements and diverts resources from higher priorities. The disciplined execution of our Infrastructure Reset Strategy will ensure that we right-size our facilities footprint as soon as possible. It will also make our remaining installations more resilient, efficient, and better able to sustain force readiness and project combat power. In keeping with our expeditionary mindset, we will maintain and sustain only essential infrastructure to support our operations and Marines—regardless if they are forward deployed or in garrison in CONUS. We will also prioritize installation investments to ensure we achieve the strategic end state of first class facilities, training areas, and ranges that support a capable, sustainable, and global total force projection posture.

**OPR:** DC, I&L

**Supporting:** Commander, MARFORCOM

- 14) Task:** (*New*) Develop a Force Management Plan NLT 30 June 2017.

**Purpose:** To ensure the Marine Corps can continue to satisfy Combatant Commanders' (CCDRs') operational demands while simultaneously modernizing the force for tomorrow.

**Context:** This plan will ensure the appropriate utilization of Marine Corps Forces in order to optimally organize, train, equip, and posture the force for today *and* tomorrow.

**OPR:** DC, PP&O

**Supporting:** All DCs and MARFOR Commanders.

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**Training & Education, Simulation, and Experimentation:**

**15) Task:** *(New)* Develop a plan to re-prioritize continuing education throughout the force NLT 31 December 2017.

**Purpose:** To improve Marines' critical thinking and problem solving skills.

**Context:** It is paramount that Marines receive both training (i.e., focused on building technical and tactical skills) and education (i.e., focused on fostering creativity and critical thinking) to ensure that we can adapt and win on today's and tomorrow's battlefield. We recognize that many aspects of combat and its inherent violence will remain enduring. Therefore, we must continue to learn from the experiences of past warriors while also incorporating modern perspectives in all of our training and education efforts. Reading about the hard-won experience of others and emerging technology can show us better ways to do business, especially in the profession of arms where the consequences of failure are so final. To that end, I call on all commanders and senior enlisted to reinvigorate unit-level PME to include our professional reading program. We must also better leverage the full talents of our Senior Enlisted personnel as we prepare ourselves for distributed operations against multi-domain threats. In the future fight, our capable SNCOs must and will assume leadership responsibilities that were once the sole purview of officers. We will develop a roadmap that will consider how we can cultivate a core of enlisted professionals with suitable degrees who will play a central role in future, high-level decision making. *Training and Education Command (TECOM) will evaluate the feasibility of developing a SNCO higher education plan, which will encourage Master Sergeants and First Sergeants to earn an Associate's Degree by 2020 and Master Gunnery Sergeants and Sergeants Major to earn a Bachelor's Degree by 2024.* This plan will assess the requirements and costs of accrediting our enlisted academies while providing institution-wide support to incentivize SNCOs to earn these degrees. It is clear that if this plan proves feasible, we will need to make allowances as we balance operational demands with the identified need for more education opportunities for SNCOs. We will also promote the use of the Career Intermission Program, Tuition Assistance, and the SNCO Degree Completion Program (SNCODCP) with follow-on utilization tours in a Marines' respective specialties. (See [MARADMIN 649/16](#) and [MCO 1560.21E](#).)

**OPR:** CG, MCCDC

**Supporting:** DC, M&RA

**16) Task:** *(New)* Develop a plan for expanding the Advanced Degree Program (ADP) NLT 30 June 2017.

**Purpose:** To provide the opportunity for more officers to earn an advanced degree while maintaining career progression.

**Context:** As we explore additional education opportunities for SNCOs, we will do the same for officers. Our current ADP typically requires up to two years of graduate school followed by a three-year payback tour. This is a selective program for officers with the correct timing and background. With today's expanded opportunities for advanced education, we can investigate additional routes for officers to earn advanced degrees that do not require a payback tour. Areas of investigation should include but are not limited to: fields of study, use of the Career Intermission Program, Tuition Assistance, traditional and non-traditional use of the ADP, and service obligation.

**OPR:** DC, M&RA

**Supporting:** DC, CD&I



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**17) Task:** *(New)* Develop a plan for the Marine Corps-wide use of simulations and virtual training environments NLT 30 June 2017.

**Purpose:** To align our training efforts with the MOC and drive our future force development.

**Context:** We must embrace simulations to get more “reps and sets” against thinking, near-peer adversaries. We will start by using our existing simulation facilities more effectively to provide training opportunities for individual Marines, units, commanders, and their staffs up to the MEF-level. We will also develop a long-term plan focused on upgrading all of our facilities for Live-Virtual-Constructive training in order to better train our MAGTFs. Further, we will add a simulation billet to each of our MAGTF training commands and MEF staffs. These Marines will be responsible for advising commanders on the incorporation of simulation and emerging technology into MAGTF exercises.

**OPR:** CG, MCCDC

**Supporting:** DC, I&L; DC, PP&O

**18) Task:** *(New)* Develop a plan to develop and build a world-class war gaming and simulation center in Quantico NLT 30 June 2017.

**Purpose:** To provide the opportunity for high quality war gaming and simulations for higher-level staffs to include our MEFs and other elements of the Joint Force.

**Context:** We will work with other services to develop a world-class, multi-service-level simulation facility to execute large-scale wargames in complex scenarios.

**OPR:** DC, CD&I

**Supporting:** DC, I&L; DC, PP&O

**19) Task:** *(New)* Continue to evolve and develop Sea Dragon 2025 as our long-range experimentation plan aligned with the MOC and Force 2025 implementation plan NLT 30 June 2017.

**Purpose:** To align our experimentation, war gaming, and exercise efforts with the MOC and drive our future force development.

**Context:** We will test our MOC in service-level exercises with force-on-force events and wargames in all domains against thinking, near-peer enemies.

**OPR:** DC, CD&I

**Supporting:** DC, PP&O and Commander, MARFORCOM

**20) Task:** *(New)* Improve training and standardization of our highly skilled enlisted aviation maintenance Marines (continuing action).

**Purpose:** To build their proficiency, improve safety, and increase aviation readiness.

**Context:** Independent Readiness Reviews (IRRs) have pointed to a lack of training and standardization above entry-level A and C aviation maintenance schools. By improving our training and standardization for Collateral Duty Inspectors (CDIs), Collateral Duty Quality Assurance Representatives (CDQARs), and multi-functional CDQARs, we can improve the overall readiness and performance of Marine Aviation.

**OPR:** DC, AVN

**Supporting:** DC, CD&I

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**Integration with the Naval and Joint Force:**

**21) Task:** (*Follow-on from FRAGO 01*) Co-develop an operating concept that aligns Navy and Marine Corps naval integration objectives and realign our waterfront and component staff assignments in conjunction with the Navy NLT 31 December 2017.

**Purpose:** To better integrate the Naval force to fight at, from, and to the sea.

**Context:** The Marine Corps provides the Naval force with both unique and complementary capabilities. MAGTFs give the Naval force the ability to rapidly deploy, employ, and sustain versatile combat power to accomplish a wide range of missions. It is essential we identify and understand how MAGTF capabilities will support the planning and execution of future naval campaigns. This will include a greater Marine Corps contribution to Sea Control operations through interoperability with the Navy's Composite Warfare Commander (CWC) structure. We will review, and if necessary, modify how we integrate our Marine Corps waterfront staffs with their Navy counterparts in order to increase efficiency and collaboration during the planning and execution of future naval campaigns.

**OPR:** DC, CD&I

**Supporting:** DC, PP&O; DC, M&RA; Commander, MARFORCOM; Commander MARFORPAC; and Commander, Marine Corps Forces Central Command (MARFORCENT)

**22) Task:** (*Follow-on from FRAGO 01*) Co-develop an integration model with U.S. Special Operations Command (USSOCOM) NLT 30 June 2017.

**Purpose:** To make our forces more responsive to myriad operational demands.

**Context:** The ability to aggregate Special Operations Forces (SOF) ashore and afloat with naval forces from the sea provides an unobtrusive profile and increases options, time, and decision-space for national leadership. Since Marines and SOF will remain forward deployed, we must create true integration models. We will use our MARFOR elements at each combatant command (COCOM) to identify exercises and operational opportunities in order to maximize the capabilities of MAGTFs alongside our SOF partners. We will formalize the Special Forces Liaison Element (SOFLE) partnership with our Marine Expeditionary Units (MEUs).

**OPR:** DC, PP&O

**Supporting:** All MARFOR Commanders

**23) Task:** (*Follow-on from FRAGO 01*) Provide a roadmap for Navy and Marine Corps logistics integration NLT 31 December 2017.

**Purpose:** To optimize MAGTF logistics performance in support of our global and regional Special Purpose MAGTFs, MEUs, and other task-organized expeditionary organizations.

**Context:** The integration of Navy and Marine Corps logistics is part of our overall Expeditionary Logistics effort to enhance the competitive advantage of the MAGTF through logistics innovation. We will continue to conduct a series of tests in order to improve the interoperability of Marine Corps and Navy logistics systems.

**OPR:** DC, I&L

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**Modernization & Technology:**

**24) Task:** (*New*) Ensure the Rapid Capability Office achieves full operational capability (FOC) NLT 31 December 2017.

**Purpose:** To quickly field mature programs with minimal cost and friction.

**Context:** We must better identify and leverage advances in unmanned systems, robotics, artificial intelligence, unmanned aerial systems, and additive manufacturing to improve our combat capabilities. It is essential that we accelerate the introduction of new technology to the operating forces and get it into the hands of our junior Marines. They are our best experimenters and innovators. We need to deliver operational prototypes and emerging capabilities to them sooner and begin assessing their value in exercises and experimental settings.

**OPR:** DC, CD&I

**25) Task:** (*New*) Develop a comprehensive plan to modernize the Marine Ground Combat Element (GCE) NLT 31 December 2017.

**Purpose:** To produce next generation Marine ground combat forces that are better networked and more resilient, capable, and lethal.

**Context:** We will continue to review all capabilities associated with ensuring Marine ground combat forces remain the most capable in the world. While every Marine is a rifleman, not all Marines serve in or alongside ground combat units like the infantry as they actively locate, close with, and destroy enemies by fire and maneuver. Their mission and risks are unique. From clothing and equipment to training, nutrition, and fitness, we must look at and develop the GCE's capabilities differently than the rest of the MAGTF. Our efforts to improve the GCE will primarily center at first on the Marine Rifle Squad. For example, there is an identified need to deliver quadcopters to all Marine rifle squads immediately. This is just one small part of a larger effort to modernize the GCE and provide it with a "5th generation capability" similar to what we are currently doing with the incorporation of the F-35 and other advanced platforms, sensors, and networks in the Air Combat Element (ACE). These efforts will, in turn, be shared with and enhance the situational awareness, survivability, and lethality of all Marine ground units to include those in the Logistics Combat Element (LCE).

**OPR:** DC, CD&I and Marine Corps Systems Command (MARCORSSYSCOM)

**Supporting:** DC, PP&O

The list of tasks outlined in this document is not all inclusive. We will pursue additional initiatives and execute many other tasks in 2017 to include:

- Develop *multi-domain battle concepts* with the Joint Force in order to evolve the use of maneuver and combined arms methodologies. We will not only further expand our capabilities in the physical dimension, but also in the cognitive dimension. We will place greater emphasis on our ability to defeat our enemies in space, cyberspace, and other contested areas such as the electromagnetic spectrum (EMS) and the information environment.
- Develop an initial accession screening test and supporting implementation policy in order to identify individuals and traits best suited for successful service in the Marine Corps.

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- Explain the Blended Retirement System (BRS) to the force in order to ensure that all Marines understand their eligibility, options, and benefits so they can make informed decisions about their future. ([See MARADMIN 644/16](#))
- Establish the position of Acquisition Advisor to the CMC who will assist in the setting of requirements, oversee acquisitions, and drive the budget process.
- Continue to experiment with existing and look to develop new, alternative maritime platforms to expand Marines' ability to be embarked aboard and to operate from multiple maritime platforms.
- Review the needed pre-requisites for individuals to operate effectively in the cyber domain.

I look forward to DCs' and Commanders' feedback to these tasks and initiatives. Please solicit my guidance as needed and provide your recommendations on how I can best support you as we accomplish these tasks. *Collectively, we can and will ensure our Corps remains ready for today's and tomorrow's fight.*



Robert B. Neller  
General, United States Marine Corps  
Commandant of the Marine Corps