



CHAPTER

1

THE UNITED STATES MARINE CORPS: AMERICA'S EXPEDITIONARY FORCE IN READINESS

The strategic environment for the United States and its Armed Services will continue to be defined by a global struggle against violent extremist ideologies that seek to overturn the international state system and do harm to America and its allies. Beyond this transnational struggle, the United States will face other threats, including a variety of irregular challenges; the quest by both state and non-state actors to obtain nuclear and other weapons of mass destruction; and the rising conventional military power of peer states.

Likewise, the operational environment in which Marine forces are to be employed will be more complex, densely populated, and urbanized. It will be characterized by adversaries who exploit complex terrain, use irregular and conventional tactics, use primitive and sophisticated technology, and capitalize on the advantages that access to the Internet and electronic media provide. It will be rife with interdependent power, service, and information systems; it will be populated by a younger and more disenfranchised society; and it will be driven by a unique set of cultural, political, and historical conditions.

Within this environment, the demand for Marine forces to support overseas operations will remain high. The Marine Air-Ground Task Force (MAGTF) in Al Anbar, Iraq is scheduled to come home in 2010, but commitments to Afghanistan will concurrently increase to over 19,000 Marines. While this increase is focused on the Marine Expeditionary Brigade-Afghanistan (MEB-A), we also continue to provide Embedded Training

Teams to the Afghanistan National Security Forces and Marine Corps special operations companies, as well as individual Marines for higher headquarters requirements. The conflict in Afghanistan will continue to place heavy requirements on our personnel, equipment, and families. Marine forces will also continue to be deployed to support combatant commander engagement and security cooperation activities world wide, while maintaining the capability and posture to respond to crises and small-scale contingencies.



Although significant Marine participation in Iraq might be coming to a close, the requirements of Afghanistan will place a challenge on our ability to meet the goal of a 1 to 2 ratio for deployment-to-dwell time — that is, the ratio of time Marines are forward deployed to the time back home for leave, training, and exercises. We recognize that our Marines and their families have given much of themselves to the Corps and the Nation during the last eight years. A return to pre-2001 deployment ratios of 1 to 3 for the active component is necessary in order to reset and reconstitute the force. Our Marines continue to answer the Nation's call and

perform magnificently in these trying and historic times.

This recent Marine Corps deployment tempo has dictated an almost singular focus on preparing units for their next rotation and counterinsurgency operations in Iraq and Afghanistan. This focus and the associated deployment rate of many units threaten to erode the skills needed for other vital Marine Corps missions, particularly combined arms maneuver and amphibious operations. This challenge has been particularly acute at the Marine Expeditionary Brigade (MEB) and Marine Expeditionary Force (MEF) levels, where opportunities to maintain our historically high proficiency in these operations have been degraded. Additionally, the international security environment has increased combatant commanders' needs for persistent forward-engagement activities. Marine forces will be called upon to address combatant commander requirements in the littorals, and will focus on expanding persistent forward-engagement activities as part of a joint Navy-Marine Corps team.

The operating environment of Afghanistan is exceedingly complex but is indicative of future operations. As difficult as the physical aspect of operations in this environment will be, the cultural terrain will be far more challenging. The ability to comprehend and effectively “maneuver” in the cognitive and cultural dimensions of the modern operating environment will be paramount. In order to be successful in this complex operating environment, continued development of

our core competencies among our operational forces is essential.

OUR CORE COMPETENCIES: FOUNDATION FOR TOMORROW'S CAPABILITIES

The Marine Corps' *Vision and Strategy 2025* established a conceptual direction for the Marine Corps to meet the challenges of an uncertain but dangerous security environment. It articulates how the Marine Corps' six core competencies posture the Marine Corps to meet future security needs. The core competencies are the fundamental contribution that the Marine Corps makes to the Nation's defense. Though enduring, they are not static. New competencies must be developed as necessary and honed to meet emerging challenges. Our core competencies reflect our particular skill sets, and thus describe what we do to meet combatant commander requirements while posturing the Marine Corps for the future. Thus, our capability and capacity to achieve these core competencies will form the basis for the future Marine Corps that is capable of providing a force in readiness to:

(1) Conduct persistent forward naval engagement and is always prepared to respond as the Nation's force in readiness. The Marine Corps is devoted to an expeditionary way of life. We understand that true readiness means much more than being deployable. It requires a force that is deployed with our Navy shipmates and engaged in the littorals, shaping the operational environment, and contribut-

ing to the prevention of conflict. This agile force can react rapidly across the range of military operations and must prevail, even thrive, in the uncertainty and chaos of emerging crises.

(2) Employ integrated combined arms across the range of military operations and can operate as part of a joint or multinational force. Our MAGTFs blend the art and science of executing combined arms operations from air, land, and sea. Marine employment and integration of air- and ground-based capabilities reflect our innovative approach to warfighting. History has shown that this approach can be applied with effect in missions that range from security cooperation to major combat operations. Our MAGTFs are task-organized for each mission and can be employed independently or as part of a joint or multinational force.

(3) Provide forces and specialized detachments for service aboard naval ships, on stations, and for operations ashore. The Marine Corps and the Navy share a common heritage. Marines have served aboard Navy ships as marksmen, as embarked MAGTFs, as naval aviators, and as specialized detachments afloat. This heritage is reflected in our doctrine and in how we design our equipment and weapons systems. Our modernization programs for the future are being designed to allow Marine Corps forces to seamlessly deploy, project power, and fight from naval vessels or austere expeditionary bases, or any combination thereof. Our close association with the Navy continues today along with a growing in-

teraction with the Coast Guard. The 2007 tri-service maritime strategy, *A Cooperative Strategy for 21st Century Seapower*, articulates a renewed emphasis on integrated naval capabilities and capacities.

(4) Conduct joint forcible-entry operations from the sea and develop amphibious landing force capabilities and doctrine. When access to critical regions or allies is denied or in jeopardy, forward-deployed, rapidly employable Marine Corps forces are trained and ready to execute amphibious operations to overcome enemy defenses. Together, the Navy and Marine Corps provide the Nation with its primary capability to swiftly project and sustain combat power ashore in the face of armed opposition. We leverage available joint and naval capabilities, project sustainable combat power ashore, and secure entry for follow-on forces. Our sea-based MAGTFs provide the Nation with expeditionary forces to conduct initial operations independent of local infrastructure, or in undeveloped, austere areas. This capability enables the accomplishment of amphibious joint forcible entry operations as well as various missions across the range of military operations. These strategic capabilities require focused amphibious resources and doctrine.

(5) Conduct complex expeditionary operations in the urban littorals and other challenging environments. The Marine Corps' historical ability to conduct expeditionary operations, such as irregular warfare against emerging threats in complex environments, is well documented.

These operations include counterinsurgency; counterterrorism; train, advise, and assist activities; and stability tasks. The complexity of these missions has increased due to the presence of large numbers of noncombatants, urbanization in the littorals, and the dynamics of the information environment. Marines are specifically trained and broadly educated to understand cultures and populations, to thrive in chaotic environments, and to recognize and respond creatively to demanding situations.

(6) Lead joint and multinational operations and enable interagency activities. The complex nature of existing security challenges demands capabilities that harness the strengths of all the instruments of national power. Marines are well qualified to enable the introduction of follow-on forces and facilitate the integration of military and interagency efforts. This interoperability mandates the establishment of enduring relationships and the orchestration of diverse capabilities, organizations, and cultural awareness across all aspects of an operation.

These six core competencies provide the focus for the Marine Corps of today and into the future. As we prepare for an unpredictable future, we continue to adapt to the ever-changing character and conduct of warfare, while remaining cognizant of its fundamentally unchanging nature. Thus, the institutional foundation of people, equipment, and concepts is paramount to achieving these core competencies and the range of capabilities that they provide the United States.

In December 2009, the *Marine Corps Service Campaign Plan 2009-2015* (MCSCP) was approved. This directive document maintains the momentum established by *Vision and Strategy 2025* and constitutes the “execution document” that will guide the Service toward achieving *Vision and Strategy 2025* end-states, while simultaneously providing guidance that directs Marine Corps resources to support the combatant commanders and meet the Commandant’s priorities. This campaign plan is intended to provide the necessary guidance for executing the Commandant’s statutory requirement to develop, organize, train, equip, and deploy Marine forces, and identifies key outcomes, sets objectives, and provides guidance to maintain proficiency in our core competencies. The MCSCP will focus on actions to be taken within the Future Years Defense Program (FYDP) by Headquarters Marine Corps, the supporting establishment, and the operating forces. The MCSCP will be actively managed, periodically reviewed, and updated as required.

THE INSTITUTIONAL FOUNDATION

Every organization requires a solid foundation in order to be successful, and for the Marine Corps that foundation is our people, our equipment, and our concepts. We have developed a number of service and joint concepts to articulate how the force will need to evolve to remain ready.

People and Organization

Key to maintaining a force in readiness is having a balanced force capable of responding across the range of military operations. We believe a force level of 202,000 Marines achieves that balance and allows us to maintain our current focus on irregular warfare and increase training in other areas, specifically amphibious operations, larger scale combined arms operations, and security co-operation.

Recent changes in organization ensure our enduring capability to meet the challenges across the range of military operations, both today and into the future. These include: increasing the Marine Corps Training and Advisory Group (MCTAG) from 41 to 181 Marines during FY 2011; bringing the Marine Corps Information Operations Center (MCIOC) to initial operational capability (IOC) in FY 2010 and full operational capability (FOC) in FY 2011; enhancing the Center for Advanced Operational Culture and Learning (CAOCL) through establishment of Language Learning Resource Centers (LLRC) at all eight major Marine Corps bases to facilitate culture and language training for all Marines; and bringing Marine Forces Cyber Command (MARFORCYBER) to FOC in FY 2011.

While we recruit Marines, we retain families. More than 45 percent of our Marines are married and there are almost as many dependents as there are Marines in our active component. We know that Marines perform better when their families have access to quality housing, health-care, child development services, and

education. Moreover, Marines are able to go forward in defense of the Nation and maintain their focus knowing their families have a support network looking after them back at home.

Since 2007, the Marine Corps has been engaged in a multi-year plan to transition family support programs to a wartime footing. We have reformed our family readiness programs at every level of command at all of our installations. We have created 415 full-time family readiness officers at the battalion and squadron level. We have capitalized on the latest in technology to improve how commanders communicate with families in their unit and how deployed Marines maintain contact with their loved ones back home. We are also investing in additional capacity at our child development centers with the intent to create 1,670 new spaces across six of our installations. Continued support of quality of life programs for Marines and families will ensure that our readiness efforts are sustained at the proper levels.

Equipment

As we conduct a responsible draw-down from Iraq and continue to operate in the harsh terrain of Afghanistan, continued funding to reset equipment is imperative. The refurbishment and reset of our equipment sets, to include afloat and ashore repositioned equipment and depot war reserves, are critical to the sustainment of the strategic reserve. In parallel with reset of our equipment, we need to also modernize across the MAGTF for tomorrow's fight.



Ground Combat Element

The individual Marine is the core of who we are, and our Ground Combat Element (GCE) is built around that Marine. In turn, the GCE is the core around which the MAGTF is built and modernization efforts are focused on the individual Marine, ground combat vehicle mobility, and fire support.

Modernization in support of the individual Marine will focus on his ability to shoot, move, and communicate. The procurement of the infantry automatic rifle (IAR) which will replace the squad automatic weapon (SAW), will significantly enhance the automatic rifleman's maneuverability and displacement speed, while providing the ability to suppress or destroy targets of most immediate concern to the fire team. By fully recognizing the trade-off between weight, protection, fatigue, and movement restriction, the Marine Corps is providing Marines the latest in personal protective equipment.

In the decentralized and dispersed operational environment, the tactical hand held radio family of systems consolidates and exceeds legacy capabilities, lightens the combat load of individual Marines and small units, and provides

line-of-sight radios into every tactical vehicle. Coupled with the fielding of the AN/PRC-117F which is capable of operating in the very high frequency (VHF) and ultra-high frequency (UHF) spectrums, and the AN/PRC-150(C) which operates in the high frequency (HF) spectrum, this family of systems reduces the Marine communications footprint by covering previous communications spectra with fewer radios. Additionally, the AN/PRC-117(F) and AN/PRC-150(C) adds significant data capabilities within those spectra. This increased capability enhances the distribution of command and control across the battlefield in general and at lower echelons in particular.

The Marine Corps will field a ground combat and tactical vehicle portfolio that will be based on a balance of performance, protection, payload, and transportability. Our modernization efforts include procurement of a balanced blend of Expeditionary Fighting Vehicles (EFV) and Marine Personnel Carriers (MPC) to support expeditionary maneuver by enhancing Marine operating forces' tactical mobility through replacement of the 40-year old fleet of Assault Amphibious Vehicles (AAV). The Joint Light Tactical Vehicle (JLTV) will replace the aging High Mobility Multipurpose Wheeled Vehicle (HMMWV) and provide improved mobility and increased protection and payload. Reset of the Mine Resistant Ambush Protected (MRAP) vehicle and integration of select numbers into the operating forces, primarily for route reconnaissance and clearance (R2C) and explosive ord-

nance disposal (EOD), will round out our ground mobility strategy. MRAPS will also be placed in the prepositioning programs to support the EOD and R2C capabilities inherent in the MEBs. A large number of MRAPs will also be placed in long-term storage programs for future contingencies.

Modernization of land-based fire support will be achieved through a triad of systems. The Expeditionary Fire Support System (EFSS), the Lightweight 155mm Howitzer (LW155) and the High Mobility Artillery Rocket System (HIMARS) will expand the maneuver commander's fire support options. These systems will be capable of successfully engaging a spectrum of potential point and area targets.

EFSS will be the primary indirect fire support system for the vertical assault element of the ship-to-objective maneuver force. The LW155 provides significantly improved transportability and mobility without impacting range or accuracy. It provides fire support of unassisted projectiles to a range of 15 miles and assisted projectiles to 19 miles. Finally, HIMARS provides the long-range capability to accurately engage targets at ranges in excess of 40 miles.

Aviation Combat Element

The Aviation Combat Element (ACE) of the MAGTF makes the Marine Corps unique, in that our aviation exists to support our Marines on the ground. We are in the midst of an unprecedented modernization effort; within the next two



decades, with continued support, we will replace every single aircraft in the Marine Corps with a new model or new airframe that will enhance the capability of the MAGTF. We are focused on our aviation assets in the current fight, yet we are also looking to a complex modernization plan for the future force. By 2020, we will have:

- Transitioned more than 50 percent of our aviation squadrons to new aircraft;
- Added five more operational squadrons and almost 100 more aircraft to our inventory;
- Completed the fielding of the MV-22 Osprey tilt-rotor aircraft and the UH-1Y Venom utility helicopter;
- Updated our entire fleet of aerial refuelers to the KC-130J model;
- Fielded the AH-1Z Viper attack helicopter and the F-35B Lightning Joint Strike Fighter;
- Fielded an entirely new family of Unmanned Aircraft Systems (UAS); and
- Introduced a new model of the heavy-lift CH-53 cargo helicopter.

In combat and aboard ship, the tilt-rotor MV-22 Osprey has proven to be a revolutionary machine. This aircraft has

changed aviation tactics as well as ground tactics, for the Osprey now allows our ground commanders unprecedented speed, range, surprise, and flexibility in the transport of Marines on the battlefield. At our current build rate of thirty Osprey aircraft per year, we are replacing our CH-46E medium-lift helicopter squadrons at a rate of two squadrons per year. This is good news as, on average, our Vietnam-era CH-46E helicopters are more than forty years old.

The F-35B Lightning II Joint Strike Fighter will likewise revolutionize tactical air support of our ground combat forces. We have not purchased a fixed-wing tactical aircraft in eleven years, investing instead in the next-generation capabilities of the F-35B short takeoff/vertical landing (STOVL) Marine Corps variant of the Joint Strike Fighter. This short takeoff and vertical landing ground attack, electronic warfare, and fighter jet will eventually replace our inventory of AV-8 Harriers, F/A-18 Hornets, and EA-6B Prowlers. The Joint Strike Fighter will be able to operate under the same austere conditions as the Harrier; carry more ordnance and provide longer on-station times than the Hornet; and conduct electronic warfare more effectively than does the Prowler.

Logistics Combat Element

The Logistic Combat Element (LCE) of the MAGTF also requires modernization and reset of several key systems to provide expeditionary logistics to Marine combat and maneuver units. Ground tactical vehicle mobility will be enhanced



through modernization of the Logistics Vehicle System Replacement (LVSR), and reset of the Medium Tactical Vehicle Replacement (MTVR) – both provide the tactical distribution required to support the GCE and ACE with bulk fuel, water, ammunition, and cargo. The LVSR will rapidly distribute all classes of supply, while including a self-loading/unloading capability to reduce dependence on external material handling equipment. The MTVR is fully fielded and has proven its worth in both Iraq and Afghanistan. The MTVR fleet that has been operational in these two theaters will require significant reset efforts in order to ensure that it meets its service life expectancy.

Tactical distribution of supplies and logistics support is more than just transportation. It also requires an effective and efficient distribution and tracking system. Global Combat Service Support - Marine Corps (GCSS-MC) is a portfolio of information technology systems that will support logistics command and control, joint logistics interoperability, and secure access to and visibility of logistics data. It will align our logistics efforts with real-world challenges, where speed and infor-

mation have replaced mass and footprint as the foremost attributes of combat operations.

With Logistics Modernization (Log-Mod), we continue the ongoing, multi-year effort to improve the people, processes, and technologies supporting MAGTF operations. An example of this is C2 for logistics. We have taken steps to ensure the resources (personnel, supplies, and equipment), processes, and communication architectures are in place to generate, collect, and distribute data across multiple layers of command with different requirements for information. The data from across the MAGTF will be enhanced by Marine Corps Autonomic Logistics (AL) that will monitor, collect, record, process, store, report, display, and archive platform mission-critical data elements. This performance data will be analyzed to provide information on fuel, ammunition, mobile loads, and system health status for current Marine Corps ground tactical equipment. Marine Corps logistics is actively pursuing Sense and Respond Logistics (S&RL) to enhance equipment readiness by advanced, real-time information technology that is flexible, robust, and scalable.

Command Element

The Command Element (CE) provides the command and control, intelligence, surveillance, and reconnaissance for the MAGTF. These systems of systems will require reset efforts to include refresh and hardware upgrades for systems such as the tactical combat operations systems

and the combat operations center equipment suite.

Modernization efforts will bring the Common Aviation Command and Control System (CAC2S) to full operational capability. CAC2S will eliminate current dissimilar systems and provide the MAGTF with the necessary hardware, software, and facilities to effectively command, control, and coordinate air operations while integrating with naval, joint, and/or combined command and control units. Also, the Joint Tactical Common Operational Picture (COP) workstation (JTCW) will reach IOC in FY 2010. It is expected to provide the warfighter with a framework for enhanced systems interoperability and commonality between MAGTF command, control, communications, computers, intelligence, surveillance, and reconnaissance systems. JTCW is the primary point of entry for the COP, enabling users to view map data, view and update track data, develop and distribute overlays, exchange general message traffic, plan and distribute route information, and conduct general command and control planning.

The Marine Corps Intelligence, Surveillance, & Reconnaissance Enterprise (MCISR-E) will modernize ISR capabilities by expanding the inherent ISR capacity of units at all echelons across the force. Simultaneously, it will provide better integration of intelligence information to address complex collection environments through a flexible organizational construct.

Other Modernization Efforts



Training. The goal is to ensure that all elements of the MAGTF are properly trained on these systems. Also the goal is to ensure effectiveness on the tactics, techniques, and procedures necessary to attain mission success which will require modernization and transformation of our ranges and training systems. Marine Corps live training ranges will be updated with a dynamic training system capable of real-time and post-mission battle tracking, data collection and the deliverance of value-added after action review. This end state is that such a system will link Marine Corps live training to the tenets of training transformation—joint national training capability (T2-JNTC) and joint assessment and evaluation capability. Instrumentation also allows service and joint virtual and constructive forces to interact with Marine Corps live training forces from distributed locations.

Specific to unit training, Infantry Immersive Trainers (IIT) are small-unit training ranges consisting of urban structures finished and decorated to replicate geospecific locations. Individual feedback is enhanced by integrating and pairing ranges with direct fire training systems; virtual



simulation capabilities; and video instrumentation for after-action review. The end state will be the ability to create a small unit training range on par with modern crew simulators. IITs provide a small-unit decision and rehearsal training range for squad and fire team capstone training and evaluation in support of the pre-deployment training program.

Regionalization. As our Marines face an increasingly complex security environment, the requirement for greater understanding of the regions in which they will be operating will grow. To meet this challenge, each MEF will focus on increasing the regional awareness of their personnel through training programs that increase the language skills and cultural knowledge of the operating forces. The regional focus areas for each MEF are established in the

MCSCP and are intended to frame these efforts to increase regional understanding. The MCSCP has further directed that analysis be conducted to link the regional focus areas of each MEF to manpower policies and force sourcing methodologies that permit the assignment of personnel with specific regional experience to the operating forces while facilitating the recurrent deployment of the same units to the same regions to support operations and steady state engagement requirements. As these analysis efforts are completed, they will be presented to senior Marine Corps leadership for decision.

Seabasing and Shipbuilding. Seabasing provides our Nation with the ability to overcome diplomatic, geographic, and military impediments to access in areas of national interest. This capability has re-

emerged as a critical necessity for extending U.S. influence and power overseas. Fortunately, the United States possesses an asymmetric advantage in that endeavor: *seapower*. As described in the maritime strategy, our seapower advantage allows the United States to use the sea as maneuver space. Naval forces use this conceptual approach—*seabasing*—to overcome impediments to access. Seabasing is a naval capability that provides joint force commanders with the ability to conduct selected functions and tasks at sea without reliance on infrastructure ashore. It is a concept for employing a variety of platforms, versus a specific type of platform. The Navy, Marine Corps, and Coast Guard are a sea-based force that provides the combatant commanders with numerous employment options. Freed from reliance upon local ports and airfields, we continuously operate forward—and surge additional forces when necessary—to project influence and power ashore in a selectively discrete or overt manner.

Seabasing has wide applicability across the range of military operations—from *military engagement, security cooperation, and deterrence activities to crisis response and limited contingency operations, to major operations and campaigns*. The sea may be used as maneuver space by small, mission-tailored forces engaged in activities which contribute to conflict prevention, or by larger task-organized naval forces to gain theater access and enable the introduction of joint follow-on forces.

The ability to conduct at-sea transfer of people and materiel, for both ship-to-ship and ship-to-shore purposes, has emerged

as a key enabler for deploying, employing, and sustaining joint forces from the sea. Building upon the foundation provided by amphibious ships, aircraft carriers, and military sealift ships, ongoing initiatives include the development of high-speed intra-theater connectors, enhanced connectors, maritime prepositioning capabilities that allow for assembly and projection of forces at and from the sea using both vertical and surface means, and integrated naval logistics. These initiatives will be employed in combination to enhance access by reducing the joint force's reliance on ports and airfields in the operational area.

A national seabasing capability requires an adequately-resourced amphibious shipbuilding plan. In 2009, the United States welcomed two new ships to the amphibious fleet: the USS *Makin Island* (LHD-8), which was commissioned on October 24, 2009; and the USS *New York* (LPD-21), which was commissioned on November 7, 2009. The inventory requirement to give the Nation an adequate seabasing capability is 38 amphibious warships. At least 11 of these should be aviation-capable large-deck amphibious assault class ships (LHA/LHD/LHA(R)) to accommodate the aviation combat element of a MEB.

The future prepositioning force should also consist of three squadrons, to act as the seabase nucleus, plus the necessary ship-to-ship and ship-to-shore connector capability to support elements of three MEBs. This type of inventory will fulfill the following: combatant commander's need for steady-state forward presence; strengthen our nation's relations with allied and partner na-

tions through peacetime engagement and training exercises; and ensure our nation is ready to respond with humanitarian assistance when disaster strikes anywhere around the globe. Also, in the event of major conflict, it will ensure we are able to deploy combat forces from the sea without having to rely on another nation's ports or airfields.

There is a misperception that the United States has not conducted an amphibious operation since Inchon in 1950. In reality, since the end of the Cold War our nation has conducted more than 100 amphibious operations. As our nation's military infrastructure overseas continues to decrease, and as diplomatic agreements and the international security environment grows increasingly more complex, we believe the demand for U.S. amphibious forces will only increase. In short, we think nations will continue to want our support, but not our footprint. Thus, the presence of our naval forces around the world will provide the framework that will allow our nation to pursue elements of power other than military. This includes using diplomatic, informational, and economic efforts — to promote global stability.

Posture. The Marine Corps is also realigning the force lay down of III Marine Expeditionary Force (MEF) in the Pacific to provide a long-term, enduring posture to meet both traditional and emerging operational challenges in the region. This realignment is complex and expensive, and represents the largest peacetime relocation of forces in Marine Corps history. This supports agreements between the United

States and Japan through a formal dialogue known as the Defense Policy Review Initiative. These agreements strengthen the U.S.-Japan alliance for the changing strategic environment.

Key to these agreements and ongoing dialogue is the long-term basing of U.S. forces on Japan, reduction of forces on Okinawa, and the establishment of a new Marine base on Guam. The combination of bases in Guam; Okinawa and Iwakuni, Japan; and Hawaii will provide forward locations for Marine forces to meet the challenges of long-standing threats to regional security and stability. Included with this is the emerging threats of piracy and terrorism, humanitarian assistance and disaster relief, and partnering commitments with allies and friendly nations.

Guam is the western-most U.S. territory in the Pacific. Marine units will be able to deploy to and from Guam without the host-nation restrictions of other countries. Marine units can host bilateral and multilateral training on or near Guam, creating a convenient location for allies and friendly nations to train on Marine Corps facilities on U.S. soil. Finally, Marine families can move to Guam expecting a familiar and supportive community. Marine Corps Pacific realignments represent a multi-decade investment to ensure Marine forces in the Pacific are given the resources required to maintain core competencies and remain postured optimally to meet combatant commander requirements.

All these efforts at reset and modernization will ensure the Marine Corps is properly postured for the future uncertainties of

Marine Corps Vision and Strategy 2025

Vision

The Marine Corps of 2025 will fight and win our Nation's battles with multi-capable Marine Air Ground Task Forces, either from the sea or in sustained operations ashore. Our unique role as the Nation's force in readiness, along with our values, enduring ethos, and core competencies, will ensure that we remain responsive to combatant commanders. In an uncertain and complex world, and against irregular and hybrid as well as traditional threats, we will continue to excel as the Nation's expeditionary "force-of-choice."

Strategy

To achieve this vision, the Marine Corps will be:

Organized to execute operations with MAGTFs that are mission tailored and operate as part of a naval and joint team.

Optimized to conduct naval expeditionary operations while retaining the institutional agility, battlefield flexibility and initiative to meet constantly changing conditions of crisis and combat.

Modernized with equipment and logistics that expand expeditionary capability and preserve our ability to operate from the sea.

Postured to prevent or respond to crises with forward positioned MAGTFs — both afloat and ashore — that are engaged and ready to act decisively in response to combatant commanders' requirements.

our operating environment. The concepts development process used to frame this operating environment is also vitally important and provides the construct in which we develop programs and allocate resources. The synthesis of these concepts that we use to guide program development is a never ending pursuit. The Marine Corps culture and organization is well suited for the continually changing security environment and this concept development.

Concepts

The United States relies upon its maritime forces — the Navy, Marine Corps, and Coast Guard — to be responsive and vigilant and to implement national policy without the benefit of precise knowledge of what the immediate or long-term future holds. We know that conflicts will erupt within the littorals and across the global commons. As a result, the sea services will play a significant role in engagement to prevent crises as well as to respond quickly and

effectively when crises do emerge.

The Marine Corps will continue to foster a culture of warrior-scholars who embrace critical thinking and adaptability to dynamically changing asymmetric threats. The following topics detail the importance of thought and innovation to Marine Corps culture and describes the family of service concepts that guide Marine Corps programs, doctrine, and policy development.

Key Marine Corps Concepts

Two key documents provide the framework for how the Marine Corps will operate and meet the challenges of the strategic environment. First, *A Cooperative Strategy for 21st Century Seapower*, published in October 2007, articulates U.S. naval and maritime strategy. It explains the relationship between the Navy, Marine Corps, and Coast Guard and addresses the complex demands of the evolving international security environment. First, this strategy stresses an approach that integrates seapower with other elements of national power, as well as those of our friends and allies. It describes how seapower will be applied around the world to protect our way of life, as we join with like-minded nations to protect and sustain sea lanes of communication. It also includes the global, inter-connected system through which we prosper. Second, and serving as our principal strategic planning document, the Marine Corps' *Vision and Strategy 2025* identifies our core competencies and objectives. It reflects our legislated roles, functions, and composition. It also illustrates our utility and value within

the joint warfighting community, and is derived from strategic guidance at the national and departmental level,

Along with these publications, *The Long War: Send in the Marines* provides the bridge between vision and strategy and the service-specific concepts and capabilities envisioned in the 2007 edition of *Marine Corps Operating Concepts for a Changing Security Environment*. Through the use of these documents as guides to best position the Marine Corps for future success, the Corps has sought to expand awareness of and institutionalize capabilities against future irregular threats and complex environments. The result is a framework of supporting concept documents that will prove valuable in helping to ensure our Corps remains ready, relevant, and institutionally excellent.

Marine Corps Operating Concepts for a Changing Security Environment. As a result of the work on the above documents and on the Quadrennial Roles and Missions Review Report, the Marine Corps has sought to expand its already-significant contribution to national security objectives. Thus, to accomplish this task, the *Marine Corps Operating Concepts for a Changing Security Environment* is being revised. It will provide the intellectual foundation for improving capabilities and capacities to overcome access challenges and conduct engagement, response, and power projection operations. This emerging concept addresses the following topics:

Enhanced MAGTF Operations (EMO).

EMO recognizes the inherent agil-

ity and versatility of the MAGTF to conduct expeditionary operations and improves upon it to increase operational utility and proficiency. This concept envisions more robust capabilities for dealing with the threats and opportunities of the modern hybrid battlefield. EMO espouses the simultaneous employment of multiple operational maneuver elements, across an extended battle-space, with the agility to conduct various missions either concurrently or sequentially. MAGTFs will have an enhanced capability to project fluid combined-arms formations. These maneuver formations will be capable of conducting multiple simultaneous, and dissimilar missions at increasingly lower echelons outside the range of mutual support. Units will require increased mobility to rapidly reinforce, withdraw or concentrate forces and, improved enablers that network, protect and sustain those forces.

Engagement: Combat will always remain the essential military capability. Future joint forces must be able to participate in security, engagement, and relief and reconstruction activities. This involves responding to access challenges by strengthening alliances and partnerships through security cooperation activities. These activities include providing support for training, advising, and equipping partner security forces to counter insurgencies, weapons proliferation,

and irregular threats. The Marine Corps seeks to blend existing general-purpose forces with new and enhanced specialized engagement-enabling capabilities to provide an expanded array of means for engagement activities. Enhanced engagement capabilities will be established within both the operating forces and supporting establishments. These initiatives will permit the Corps to provide combatant commanders with additional options to satisfy their regional security force assistance requirements.

Crisis Response: Historically, naval forces are the first on the scene, first in the fight, last to depart, and foremost in defense of national interests around the world. Wherever crises occur, naval forces can bring unequivocal, timely power to bear. For crisis response, the combination of requirements across the range of military operations calls for adaptive and complementary naval capabilities, forward deployed and sea based, and with the ability to anticipate action and to react immediately. Task organized Navy-Marine Corps forces are uniquely structured and trained to execute crisis response operations in the 21st Century. Indeed, by improving its crisis-response capabilities, the Marine Corps will expand its contribution protecting U.S. personnel and pursuing U.S. national interests abroad. Further, it will do so while

maintaining balance with Marine Corps contributions to the homeland defense/civil support and major combat operations core missions.

Power Projection: The United States will need to conduct and sustain combat operations from the sea and extended operations ashore. Not only does positioning a potent combat force offshore act as an important deterrent, the capabilities and capacities for power projection are applicable across the range of military operations. Anti-access strategies and technologies are increasingly sophisticated, and precision weapons are becoming widely available. The Marine Corps seeks to develop capabilities with its naval partners to counter these aspects of the security environment; ensure the joint force's ability to project power throughout the littorals; and secure access for joint and multi-national operations.

Supporting Concepts

The current operating environment has been fertile ground for innovation and forward-leaning analysis and conceptual development. Our supporting documents include:

Amphibious Operations in the 21st Century. This operating concept provides a framework for examining the purposes, methods, and means of bridging the interface between sea and land. In dismissing the notion that amphibious operations are



all forcible-entry operations, like the landing at Inchon during the Korean War, the document discusses our historical amphibious competence in humanitarian assistance and disaster response and how distributed amphibious actions throughout the global littorals remain relevant in today's operational environment. It identifies current gaps in amphibious capabilities and sets them against the geographic combatant commanders' demands for amphibious forces. Also, that such forces be postured forward for rapid response across the spectrum of engagement, crisis, and conflict.

Evolving the MAGTF for the 21st Century. This document explores ideas for refining the MAGTF, giving particular consideration to likely future operating environments, adversaries, tactics, and technologies. The concept is a logical evolution of the existing conceptual work on distributed operations, enhanced company operations, and enhanced

MAGTF operations. Its central idea is that the Marine Corps must explore revisions to organizations and equipment as well as select tactics, techniques, and procedures in order to meet the challenges of the 21st century. The concept recommends that this exploration begin at the rifle company level in order to provide an innovation baseline for a more comprehensive evolution throughout the MAGTF.

Seabasing for the Range of Military Operations. This concept amplifies the Joint Seabasing concept and describes the utility of a sea-based approach to conducting operations across the range of military operations. This is key, particularly in light of the diplomatic, military, and geographic challenges to access characteristic of the 21st century. Written much like an anthology, it corrects misunderstandings by capturing the intellectual underpinnings and evolution of the professional journal articles, formal concepts, war-games, doctrine, and strategies that have evolved our understanding of seabasing.

Concept for Unified Action through Civil-Military Integration. This concept paper clarifies the USMC desire to improve our knowledge on integrating the activities of governmental and nongovernmental entities with military operations.

The conceptual goal is to achieve unity of effort — incorporating all instruments of national influence to achieve “combined actions” at every level of engagement. It provides the Marine Corps with a broad overview of the fundamental requirements and mindset for success in a multiagency/multinational environment. The concept examines several joint capabilities integration implications, including the creation of a MAGTF Unified Action Group (MUAG) that could function as the key integrator between civil-military organizations.

USMC Cyberspace Concept. This document highlights the Marine Corps’ recognition that cyberspace is an increasingly important domain for all military operations. This concept describes the need to take full advantage of potential offensive opportunities in the cyberspace domain and to minimize the asymmetric, potential vulnerabilities created by our reliance on networked systems and communications. The Marine Corps will take the necessary steps to develop a comprehensive understanding and approach to cyberspace operations that fully integrates all aspects of computer network operations, information assurance and network operations under a single command or proponent.

Emerging Concepts

Strategic Communications. In responding to the challenges in the cyberspace domain, the U.S. government and the Department of Defense continue to grapple with all aspects of information-related operations. This includes cyberspace, strategic communications, and information operations to help provide a baseline in the midst of the ongoing discussion. In the meantime a functional concept on strategic communications is nearing completion. It discusses what strategic communications means to the Marine Corps and operational MAGTFs.

Combating Weapons of Mass Destruction (CWMD). This document is in development and describes an approach to the Marine Corps role in supporting the eight mission areas of CWMD supporting the National Security Strategy (NSS) and National Military Strategy (NMS). The concept will delineate the

Marine Corps' specific responsibilities within each mission area to provide commander's guidance to focus their training and capabilities as the mission requires.

The Marine Corps will continue to promote awareness, thought, and informed discussion on topics of fundamental importance to all Marines. This includes, the future of our Corps and the roles we will play in the future operational environment of persistent crisis and conflict. Our heritage and experience in both amphibious operations and in small wars provide both a legacy and a ready source of inspiration for continued efforts in this area. The remainder of the 2010 edition of *Concepts and Programs* describes the organization, research and development, acquisition programs, and current operations that are guided by these fundamental concepts and principles.