

*Forward Deployed and Forward Engaged:
The Marine Corps Approach
to 21st Century Security Cooperation*



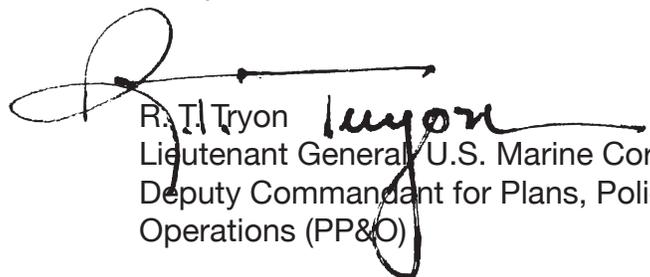
Forward Deployed and Forward Engaged: The Marine Corps Approach to 21st Century Security Cooperation

As America's Expeditionary Force in Readiness, the Marine Corps must be ready to respond to today's crisis, with today's force...today. In order to be postured as the nation's crisis response force, we require continual engagement with ally and partner militaries around the globe. This pamphlet articulates the Marine Corps approach to security cooperation, how we support combatant commander theater campaign plans, and the international programs in place to help develop the Marine Corps as an integral part of the future Joint Force.

Marines are forward deployed and forward engaged around the world. We work with foreign military partners to coordinate and prepare for operations, enhance interoperability, build or maintain partner capacity, and adopt best practices on topics ranging from doctrine development to research and development. In a twenty-first century operating environment that requires international partnerships, our efforts are paying off. As a result of a significant security force assistance initiative our coalition partners from the Republic of Georgia have sent a series of battalions to southern Afghanistan without national caveats. We are also at the center of a renewed focus on the Pacific—Marines have arrived in Darwin, Australia.

Although the current emphasis on security cooperation has a new strategic rationale, many generations of Marines have been engaged with international partners, both in times of stability and war. Our relatively small size and warrior ethos has made us an attractive partner on the global stage. Looking to the future, we will continue to develop amphibious forces that are not only fighters, but who can also serve as trainers, mentors and advisors. Our commitment to security cooperation is steadfast—Marines will be forward deployed and forward engaged, partnering in peacetime to help the nation avoid war, but prevailing together with our partners when disaster strikes or conflict erupts.

Semper Fidelis,



R. I. Tryon
Lieutenant General U.S. Marine Corps
Deputy Commandant for Plans, Policies &
Operations (PP&O)

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Forward Deployed and Forward Engaged: The Marine Corps Approach to 21st Century Security Cooperation

“The Marine Corps is America’s Expeditionary Force in Readiness – a balanced air-ground-logistics team. We are forward-deployed and forward-engaged: shaping, training, deterring, and responding to all manner of crises and contingencies.”

*General James F. Amos
Commandant of the Marine Corps*

PURPOSE

The purpose of this document is to provide an overview of the Marine Corps approach to security cooperation and the state of our related activities and programs. The Marine Corps commitment to security cooperation is steadfast, rooted in the need to limit U.S. involvement in conflict while being postured to respond when necessary, strengthened by our legacy of working with foreign militaries, and enabled by an institutional investment in training and educating Marines who are not only fighters, but also trainers, mentors, and advisors.

The approach highlighted in this document is derived from the priorities articulated in the Commandant’s Planning Guidance and the January 2012 Defense Strategic Guidance.

BACKGROUND

As America’s Expeditionary Force in Readiness, the Marine Corps is forward deployed and forward engaged: **shaping, training, deterring, and responding** to all manner of crises and contingencies. Each of these roles requires sustained cooperation with our international partners. We are **shaping** through engagement activities that seek to improve the capacity of partner governments and their security forces,

CMC Priorities:

1. Continue to provide the best trained and equipped Marine units to Afghanistan. This will not change. This remains our top priority!
 - *Provide the best trained teams for conducting Security Force Assistance with Afghan security forces.*
 - *Continue to train, advise, and augment coalition partners that operate alongside Marines in Afghanistan.*
2. Rebalance our Corps, posture it for the future and aggressively experiment with and implement new capabilities and organizations.
 - *Provide innovative, rotational solutions to meet theater security cooperation (TSC) requirements in support of geographic combatant commanders (GCC).*
3. Better educate and train our Marines to succeed in distributed operations and increasingly complex environments.
 - *Resource security cooperation organizations in order to maintain adviser skills, training, and assessment expertise focused on building partnership capacity.*
4. Keep faith with our Marines, our Sailors and our families.

preventing situations from degrading to a point where they threaten our national interests. We are **training** with our partners to increase interoperability in order to be better prepared to deal with crises. We are **detering** through a persistent naval presence that is amplified by coordination with allies. Finally, we are prepared for **responding** to crises or contingencies by advising or operating alongside our coalition brethren. Each of these roles directly relates to what the Department of Defense (DoD) refers to as security cooperation. The mission set of security cooperation demands Marines who are not only fighters, but also trainers, mentors and advisors—roles requiring unique and highly-desirable skills.



U.S. Marines from the Marine Corps Security Cooperation Group preparing Georgians for deployment to southern Afghanistan

We have answered the National Security Strategy's emphasis on security cooperation and will continue to provide trained, organized, and equipped Marines to fulfill combatant commander engagement requirements. Task-organized, trained, and augmented for missions across the globe, our forces—active and reserve—focus on two major aspects of security cooperation: interoperability with higher-end allies and

security force assistance with developing partners. The commonality between these two missions is that relationships are the key. Thus we invest heavily in the training and education that allows Marines to build trust and cooperation around the world.

The Marine Corps provides a unique contribution to DoD's collective security cooperation activities. Due to our relatively modest size and legacy of working with international partners, many foreign militaries view the Marine Corps as their partner of choice. As part of the Joint Force, the Marine Corps and Navy work together to leverage the significant advantages that amphibious forces provide a maritime power like the United States—sea basing provides access while maintaining a diplomatically sensitive profile, and allows us to work with the increasing number of partner militaries that are investing in amphibious capabilities. Finally, as we conduct our security cooperation activities, we never lose sight of our role as America's Expeditionary Force in Readiness, always ready to respond to crises, be they natural or man-made. When Marines are trained to conduct security cooperation, they are also ready to provide humanitarian assistance or prevail in conflict when the need emerges.

Many generations of Marines have been engaging with international partners, in peacetime and wartime, to build interoperability and partner capacity.

As we look to the future, we see a world in which security cooperation plays an increasingly important role in

The Marine Corps provides a unique contribution to DoD's collective security cooperation activities:

- *Viewed as a partner of choice for foreign security forces*
- *Utilize the advantages of sea-basing*
- *Able to rapidly adapt from engagement to crisis response*
- *Postured in the Pacific*

our nation's strategic landscape. But it is also important to realize that we have been conducting security cooperation throughout the existence of the Marine Corps. In many ways, security cooperation is what we excel at: partnering in peacetime to help the nation avoid war, but prevailing together with our partners when disaster strikes or conflict arises.

OUR HERITAGE

Although the current emphasis on security cooperation has a new strategic rationale, many generations of Marines have been engaging with international partners, in peacetime and wartime, to build interoperability and partner capacity. Sailors and Marines have participated in large-scale, multinational naval exercises for over half a century. As the longest running multilateral maritime training exercise in the world, UNITAS (Latin for "unity") has been a premier military engagement tool in support of U.S. foreign policy in the Western Hemisphere since 1959. This annual multi-month exercise brings together militaries in the region to build confidence between historically suspicious neighbors, enable global peacekeeping operations, increase interoperability between U.S. and partner naval forces, and positively influence military cultures throughout the continent. Through multinational naval exercises like UNITAS, the Navy-Marine Corps team provides Geographic Combatant Commanders (GCC) with significant contributions to their theater campaign plans.



Then and Now: Combined Action Program in 1966 (Left) and Southern Partnership Station in 2011 (Right)

Another part of our legacy in security cooperation is combat advising and building partner capacity during counterinsurgency efforts. Long before Iraq and Afghanistan, Marines played a central role in counterinsurgency efforts in places as near as Haiti and distant as Vietnam. By organizing, training, equipping, advising, and operating with a Haitian constabulary force in the early 1930s, the Marine Corps provided political leaders with an opportunity to responsibly end a tough occupation. Haiti and a host of other operations in the pre-World War I and interwar periods led to the development of the *Small Wars Manual* in 1940, which is still used by the Marine Corps and militaries worldwide as a primary training document. In Vietnam, our Combined Action Platoon (CAP) program was arguably the most innovative and successful aspect of the war. Marine squads teamed with village soldiers to gradually pacify swaths of territory by protecting vulnerable populations and building the capacity and capability of local defense forces. Like the *Small Wars Manual*, knowledge of the CAP is indispensable to the modern combat advisor.

Our heritage in security cooperation extends beyond multinational naval exercises and combat advising. The Marine Corps has partnered with forces worldwide to prepare for conflict and deter aggression in all manner of environments. Engagement with the Republic of Korea's Marine Corps dates back to the Korean War and continues as one of our key relationships in Northeast Asia. Bonds established with Middle Eastern militaries during Desert Storm persist in the form of strategic

partnerships with activities ranging from cooperative research and development to security force assistance. To support post-9/11 operations in Iraq and Afghanistan, the Marine Corps developed an extensive partnership with the Republic of Georgia's armed forces. Beginning in 2009, the Georgians have deployed infantry battalions, trained by a combined U.S. Marine and Georgian team, to southern Afghanistan to conduct full-spectrum counterinsurgency operations without national caveats.



AV-8B Harrier, the result of a decades-long international procurement effort, takes off from amphibious ship

In addition to operations, Marine Corps multinational procurement has been a key security cooperation tool, which is well illustrated by the Harrier tactical jet aircraft. British industry designed a vertical take-off, fixed wing aircraft engine in the late 1950s. By 1969 the Marine Corps purchased its first Harriers from the United Kingdom (UK), and arranged a licensing agreement for U.S.-based manufacturing. The second-generation AV-8B Harrier is still in the fight and was among the first platforms used in Operation UNIFIED PROTECTOR in Libya. The Marine Corps continues its technical cooperation with other users of the Harrier: the UK, Spain, and Italy.

With our legacy and experience, the Marine Corps is well-positioned to address a future security environment that requires the Joint Force to embrace security cooperation missions as operations essential to ensuring the nation's security and prosperity.

FULFILLING OUR TITLE 10 RESPONSIBILITIES

As delineated in Title 10 of U.S. Code, Military Services are responsible for organizing, training, equipping, and deploying forces in support of combatant command requirements. The below describes how the Marine Corps performs these functions in relation to security cooperation. We provide general purpose forces (GPF) that are tailored to individual missions and utilize a host of Service programs and organizations to make a unique contribution to theater campaign plans. Appendix A provides a summary of our security cooperation

- *SPMAGTFs for theater security cooperation are land or ship-based and primarily focus on building partner capacity, though they possess a limited capacity for crisis response.*
- *MEUs aboard ships deter and respond to crises, though they are frequently used to conduct theater security cooperation in order to increase multinational interoperability.*

activities in 2011 while Appendix B is an overview of Marine Corps organizations with a significant role in security cooperation.

Force Constructs

Marine Corps Component Commands (MARFORs)

MARFORs are the main effort for Marine Corps security cooperation planning and execution and are the primary arbiters of our activities in combatant commander areas of responsibility. While ready to respond to urgent requirements, MARFORs utilize a deliberate planning process based on up-front assessments of foreign security forces and multi-year engagement plans.

Special Purpose Marine Air Ground Task Forces (SPMAGTFs)

SPMAGTFs are task-organized units that are designated in accordance with their mission, location, or exercise, for example "SPMAGTF-Southern Partnership Station." When GCCs employ SPMAGTFs assigned a primary mission of conducting TSC, these rotational units deploy to a region to build partner capacity and increase interoperability. SPMAGTFs for TSC typically consist of hundreds of Marines and Sailors and are either ship-based or land-based. For example, in support of U.S. European Command, SPMAGTF-Black Sea Rotational Force is formed annually to conduct six-month deployments that include interaction with twelve partner nations in Southeastern Europe. Training, exchanges, and exercises focus on counterinsurgency and peacekeeping operations; communications and logistics; non-lethal weapons employment; intelligence;

military decision-making; health service support; and Non Commissioned Officer development. The end state of these deployments is improved relations and more capable, professional, and confident coalition partners for current and future operations. SPMAGTFs for TSC also have limited crisis response capabilities that allow them to team with other Marine or Joint forces when required. SPMAGTFs are primarily organized to **shape** and **train**, though they possess a limited capacity to **deter** or **respond**.



11th MEU and USS Bonhomme Richard preparing for security cooperation event in Timor Leste

Marine Expeditionary Units (MEU)

Forward-deployed MEUs (each manned with approximately 2,200 Marines) embarked aboard amphibious ready groups (ARG) operate continuously in GCC areas of responsibility. These units provide the President and GCCs a forward-deployed, sea-based, combined arms force capable of conducting amphibious operations, crisis response, limited contingency operations, and theater security cooperation—all with organic logistics and force protection. ARG-MEUs span the spectrum of capabilities, from practicing amphibious operations with an ally to working with NATO as the initial force for a mission

like Operation UNIFIED PROTECTOR. Although the MEU's primary mission is crisis response, these amphibious ship-based units conduct a significant portion of our security cooperation activities aimed at maintaining operational access, increasing interoperability, and building relationships with higher-end partners and emerging regional powers. MEUs primarily **deter** and **respond**, though they are frequently used to **shape** and **train**.

Other Units and Teams

SPMAGTFs and MEUs account for the majority of Marine Corps TSC activities, but other types of units and task-organized teams routinely support GCC requirements. The below are three illustrative examples.

- **Mobile Training Teams (MTT).** MTTs of various compositions support GCC efforts to build partner capacity. These teams range from several subject matter expert instructors providing a one-week course of instruction to a multi-year capacity building effort involving many dozens of Marines led by senior officers. One frequently utilized methodology involves sending Marines with the required military occupational specialties to the Marine Corps Security Cooperation Group to obtain advising skills prior to their deployment.
- **Chemical and Biological Incident Response Force (CBIRF).** The Marine Corps CBIRF is a unique U.S. Government capability consisting of two incident response forces capable of deploying on short notice to address

credible threats of a chemical, biological, radiological, or nuclear incident. The President and U.S. Pacific Command turned to CBIRF to assist the Government of Japan as part of Operation TOMODACHI in the aftermath of the 2011 earthquake and nuclear power plant meltdown. CBIRF routinely supports NATO and engages with other security forces to exchange best practices and develop interoperability.

- **Health Services Support Personnel.** The Navy-Marine Corps team has extensive health and medical capabilities, which are regularly utilized for security cooperation efforts in order to enhance interoperability, bolster host nation civilian or military health capacity, and contribute to the medical component of humanitarian operations.

Key Programs and Initiatives

International Affairs Program

The Marine Corps International Affairs Program develops Marines with a deep understanding of the cultures, history, geography, and demographics of the countries in which they will operate. By virtue of their extensive academic training, linguistic skills, and regional experience, Foreign Area Officers (FAO) and Regional Affairs Officers (RAO) are exceptionally qualified to plan and execute multinational operations and other security cooperation activities. Recently, the Marine Corps created the Foreign Area Staff Non-Commissioned Officer (FAS) and Regional Affairs Staff Non-Commissioned Officer



Japan's Minister of Defense watches CBIRF Marines perform an extraction demonstration at Yokota Air Base, Japan on April 23, 2011.

(RAS) program. The first of its kind, this program provides enlisted Marines with international expertise. Upon assuming a secondary military occupational specialty, FAS and RAS Marines provide commanders with advanced cultural and linguistic capability at the tactical level where FAOs and RAOs are not typically assigned. The Marine Corps also maintains formal personnel exchanges with thirteen militaries to inform and standardize operational doctrines and create closer service-to-service links. Marines embed with partner nation military units while foreign counterparts embed in Marine Corps units, working to develop and enhance military-to-military relations.

Training and Educating U.S. Marines

In addition to the International Affairs Program, Marine Corps force providers and security cooperation organizations (Appendix B) train and educate GPF Marines on security cooperation in order to prepare them to plan and execute specific missions and enhance the value of Professional Military Education

(PME). Programs and initiatives include:

Pre-Deployment Training

- **Advisor Course.** This three-week course prepares security cooperation teams for deployments in which they will serve as advisors to foreign security forces. Course topics include methods of instruction, theater- and country-specific modules, and force protection & anti-terrorism.
- **Operational Culture and Language Training.** Units and teams performing security cooperation missions receive operational culture and language familiarization training specifically tailored to a mission and the cultures, countries, and regions in which the supported unit will operate.

Professional Military Education

- **Regional Culture and Language Familiarization Program (RCLF).** The RCLF program provides all Marine officers and E-5 and above enlisted personnel with a career-long education on one of seventeen micro-regions of the world (e.g., the Sahel) through continual online learning, periodic testing, and emphasis on culture and language at PME institutions.
- **Security Cooperation Planners Course.** This one-week course prepares current and future regional MARFOR planners and other personnel involved in security cooperation to plan, execute, and assess security cooperation events, activities and multi-year

engagement plans. Topics include strategic guidance, combatant command functions, legislative authorities, funding streams, foreign disclosure, and interaction with U.S. Government organization such as the Department of State and U.S. Agency for International Development.

- **Security Cooperation Elective Course.** This Command & Staff College elective enriches the PME experience by providing an overview of strategy-centric planning, best practices for planning and executing events and activities with foreign security forces, and the value of a maritime approach to conducting security cooperation.

International Education and Training

Each year hundreds of international military students attend Marine Corps training and education venues ranging from Marine Corps Command & Staff College to schoolhouses focusing on logistics training for enlisted Marines. The International Military Education and Training (IMET) program and similar security assistance mechanisms promote regional stability, maintain U.S. defense partnerships, and promote civilian control of the military—many of the current military leaders around the world benefited from the IMET program and gained an appreciation of the United States in the process. To increase support to GCCs and the Chairman of the Joint Chiefs of Staff’s renewed focus on providing PME to international military students, the Marine corps has created a blended seminar PME program whereby

officers are able to participate in Marine Corps PME through a mix of non-resident online courses and a resident period of instruction in the United States.

Foreign Military Sales

The Marine Corps currently manages more than \$1.9B in active Foreign Military Sales (FMS) cases with 35 countries. Working closely with the Department of the Navy, our total package approach is a key facet of our overall FMS strategy. As we prepare for the transfer of a product or service to a foreign customer, no aspect of a system acquisition is neglected. Each weapon platform, armament, or combat system includes all the pieces that enable the FMS customer to deploy, operate, maintain, and employ the platform or system for its entire service life, ensuring maximum customer capability in the theatre of operation. Our “cradle-to-grave” philosophy embraces hardware, software, spares, repairs, engineering and logistics, support, publications, and training. Entering into a FMS agreement is the beginning of a long-term relationship with the Marine Corps—the Marine Corps teams with GCCs to maximize the value of this relationship, synchronize FMS with other security cooperation tools, and advance theater campaign plan objectives.

Intelligence and Information Sharing

The Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISR-E) works with partner nations to increase intelligence and information sharing, partnership, and interoperability. In conjunction with the Center for Marine Expeditionary

Intelligence Knowledge, MCISR-E Marines participate in tradecraft, tactics, techniques, and procedure exchanges with partner military intelligence sections. The Marine Corps Director of Intelligence is working to broaden liaison and analytical exchange opportunities with key partner service intelligence organizations, intelligence schools, and tactical units.

CONCLUSION

Providing the best trained and equipped Marine units to Afghanistan remains the Marine Corps top priority. At the same time, the Marine Corps is rebalancing, posturing for the future, and aggressively experimenting with and implementing new capabilities and organizations. In an increasingly interconnected world, we realize that each of our roles—**shaping, training, deterring, and responding** to all manner of crises and contingencies—requires significant international cooperation. The Marine Corps will continue to support GCC efforts to build partner capacity and increase interoperability with allies.



U.S. Marines and French forces conducting a combined close-air support exercise.

Appendix A: Marine Corps Security Cooperation in 2011

The Commandant's top priority remained providing the best trained and equipped Marine units to Afghanistan—where most of the Marine Corps effort consisted of security force assistance. The Marine Corps also supported all six GCCs with task-organized forces of Marines who conducted hundreds of security cooperation activities with the armed forces of more than 75 countries, while the Service continued to lead institutional efforts in coordination with GCCs. This list is representative and not all-inclusive.

Table 1: Marine Corps Security Cooperation in 2011

| Afghanistan | Other Support to GCCs | Service-Level / Institutional |
|---|---|--|
| <ul style="list-style-type: none"> • Infantry Battalions. <i>All infantry battalions that deploy to Afghanistan partner with an Afghan unit.</i> • Mobile Training Teams. <i>Teams are tailored for missions to train border, police, and military forces, either embedded with U.S. infantry battalions or operating alone.</i> • NATO Training Mission-Afghanistan. <i>Training teams and individuals support the top priority ISAF effort to train Afghan security forces.</i> • Female Engagement Teams. <i>Small units of female Marines accompany U.S. and Afghan male patrols across key provinces to build relationships with security forces and the population.</i> • Georgia Deployment Program-ISAF. <i>A series of Georgian battalions, trained by the U.S. Marine Corps - Georgian team, conduct full-spectrum COIN operations in southern Afghanistan.</i> • Marine Corps Special Operation and other classified SFA programs. | <ul style="list-style-type: none"> Named Operations <ul style="list-style-type: none"> • Operation TOMODACHI (Japan) • Operation UNIFIED PROTECTOR (Libya) Special Purpose MAGTFs <ul style="list-style-type: none"> • SPMAGTF-Black Sea Rotational Force • SPMAGTF-12 (Africa) • SPMAGTF-Africa Partnership Station • SPMAGTF-Amphibious Southern Partnership Station SC Teams for Enduring SFA Efforts <ul style="list-style-type: none"> • United Arab Emirates • Mexico • Philippines • Liberia • Saudi Arabia Global SFA Efforts <ul style="list-style-type: none"> • Non-Lethal Weapons • Counterdrug • Intelligence • Marine Corps Special Operations Select Major Exercises <ul style="list-style-type: none"> • BALIKITAN (PACOM) • COBRA GOLD (PACOM) • CARAT (PACOM) • TALISMAN SABRE (PACOM) • KEY RESOLVE (PACOM) • ULCHI FREEDOM GUARDIAN (PACOM) • SHATRUJEET (PACOM) • PHIBLEX (PACOM) • IRON MAGIC (CENTCOM) • INFINITE MOONLIGHT (CENTCOM) • ECHO MOUNTAIN (CENTCOM) • AFRICAN LION (AFRICOM) • NOBLE SHIRLEY (EUCOM) • AGILE SPIRIT (EUCOM) • UNITAS ATLANTIC (SOUTHCOM) • TRADEWINDS (SOUTHCOM) | <ul style="list-style-type: none"> • Australia MAGTF. <i>Supported Presidential posture initiative in Australia to provide rotational MAGTFs.</i> • Service Staff Talks. <i>Held talks in 2011 with UK, Netherlands, France, Japan, and Australia.</i> • Marine Corps Leaders of the Americas Conference. <i>Co-hosted by USMC and the Peruvian Marine Corps, this year's conference focused on countering threats to security and supporting HA/DR.</i> • Foreign Military Sales. <i>Sales included the Mine Resistant Ambush Protected Vehicle and Amphibious Assault Vehicle. Maintained active cases worth \$1.9 billion with 35 nations.</i> • International Military Education and Training. <i>Hosted 652 students from 72 countries at USMC institutions.</i> • Foreign Comparative Test Program. <i>Programs included ballistic pelvic protection (UK) and a robotic moving target system (Australia).</i> • Foreign Area Officers and Regional Affairs Officers. <i>Grew to 436 officers and created program for the enlisted ranks.</i> • Personnel Exchange Program. <i>Continued to exchange personnel with 13 nations.</i> |

Appendix B: Marine Corps Security Cooperation Organizations

The Marine Corps has identified nine organizations that make the most direct contributions to security cooperation. Dedicated security cooperation organizations are those organizations whose mission, roles, and responsibilities are focused primarily on supporting the Marine Corps and GCCs through security cooperation programs and activities. Enabling security cooperation organizations are those organizations whose mission, roles, and responsibilities are not specifically focused on security cooperation, but who influence security cooperation activities or work with foreign partners in execution of their primary duties.

Dedicated Security Cooperation Organizations

- Marine Corps Security Cooperation Group (MCSCG). MCSCG was formed to support Marine Corps worldwide security cooperation efforts. The group coordinates, manages, executes, and evaluates security cooperation programs and activities to include assessments, planning, security cooperation-related education and training, and advisory support. The organization's aim is to ensure unity of effort in building partner nation security force capacity in order to facilitate Marine Corps support to GCC objectives. The group's motto is "victory through partnership."
- Marine Corps Systems Command, International Programs (MCSC, IP). MCSC, IP implements the sale, lease, and transfer of all Marine Corps defense articles and associated support to foreign partners, and executes international comparative technology programs.
- Marine Corps Air-Ground Task Force Training Command (MAGTF-TC), Advisor Training Group (ATG). ATG trains Marine Corps advisor teams to advise, mentor,

and train foreign military, police, and border units in operational techniques and procedures to combat terrorism and counter insurgency.

Enabling Security Cooperation Organizations

- Training and Education Command (TECOM). TECOM develops, coordinates, resources, executes, and evaluates training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operational environments. In addition to overseeing training and education of Marines and other U.S. students, TECOM schoolhouses and PME institutions host international military students.
- Center for Irregular Warfare Integration Division (CIWID). CIWID is the central Marine Corps organization for identifying, coordinating, and implementing irregular warfare and security cooperation capability development initiatives across all elements of the DOTMLPF spectrum.
- Center for Advanced Operational Culture Learning (CAOCL). CAOCL ensures the Marine Corps is a force

that is globally prepared, regionally focused, and effective at navigating and influencing the culturally complex 21st century operating environments in support of Marine Corps missions and requirements. The organization provides units performing security cooperation missions with culture and language familiarization training specifically tailored to a mission and the cultures, countries, and regions in which the supported unit will operate.

- Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISR-E). MCISR-E provides tailored intelligence based on expeditionary mission profiles to Marine Corps organizations and joint, intelligence community, and coalition partners. The enterprise orchestrates Marine Corps efforts to build the intelligence capacity of select partner countries.

- Marine Corps Information Operations Center (MCIOC). MCIOC provides MARFORs and MAGTF commanders a responsive and effective full-spectrum information operations planning and integration capability by means of deployable support teams and a comprehensive reach-back capability.

- Marine Corps Warfighting Laboratory (MCWL). MCWL conducts experimentation to provide recommended solutions that satisfy critical capability gaps. To take advantage of the full spectrum of innovative technologies and concepts, MCWL conducts cooperative research and development with allies and partners.



US Marines working with international partners; from top left to bottom right: Thailand, United Arab Emirates, Australia, and Cambodia.

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U.S. Marine Staff Sergeant gives instruction to soldiers from Uganda People's Defence Force (UPDF) on the use of explosives to disrupt IEDs

