

MARINE CORPS

INTELLIGENCE, SURVEILLANCE, &
RECONNAISSANCE ENTERPRISE PLAN

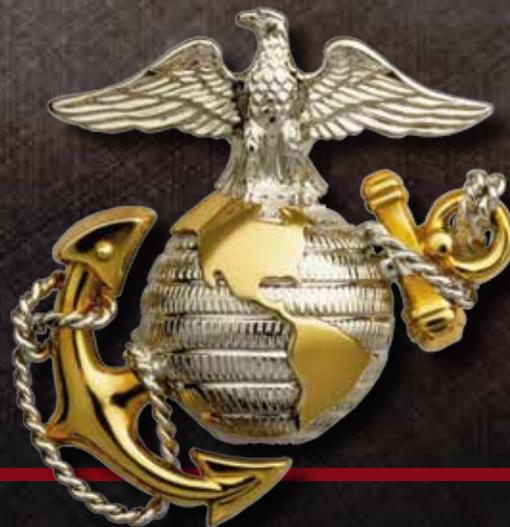
2015-2020



MICISRE PLAN



PURPOSE: THE MARINE CORPS INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE ENTERPRISE (MCISRE) PLAN ARTICULATES AND IMPLEMENTS THE DIRECTOR OF INTELLIGENCE'S VISION FOR DESIGNING AND DEVELOPING THE MCISRE. AS THE ANNEX B TO THE MARINE CORPS SERVICE CAMPAIGN PLAN (MCSCP), IT DESCRIBES HOW THE MCISRE PLANS AND EXECUTES THE INTELLIGENCE WARFIGHTING FUNCTION ACROSS ALL ECHELONS OF THE SERVICE, THE INTELLIGENCE COMMUNITY, AND THE JOINT FORCE. IT PROVIDES THE FRAMEWORK AND SERVICE-LEVEL DIRECTION FOR CONTINUED DEVELOPMENT OF AN ALL-SOURCE INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE ENTERPRISE TO MEET THE SPECIFIED AND IMPLIED TASKS IDENTIFIED IN THE MARINE CORPS SERVICE CAMPAIGN PLAN AND THE SUBORDINATE CAMPAIGN SUPPORT PLAN. TOGETHER WITH ASSOCIATED APPENDICES, THE MCISRE PLAN IMPLEMENTS THE PRINCIPLES OF EXPEDITIONARY FORCE 21, THE MARINE CORPS' CAPSTONE CONCEPT FOR AMERICA'S FORCE-IN-READINESS, PROVIDING THE RIGHT INTELLIGENCE AT THE RIGHT PLACE AND THE RIGHT TIME.



DIRECTOR OF INTELLIGENCE



We stand at the doorstep of opportunity. When we look behind us, we see the dramatic change that has accompanied a decade of continuous expeditionary and combat operations. Marines of the current generation have dramatically re-shaped the synergy between operations and intelligence. The operational effectiveness of our intelligence enterprise has been combat-proven. All Marines, military and civilian, can be justly proud of what has been accomplished. At the doorstep where we now stand, it is tempting to breathe a sigh of relief. A return to a period of rest after a decade of effort is a powerful image. It is also an illusion. Retrenchment to the pre 9/11 status quo is not possible. ***That world no longer exists.***

All around us we see that the currents of instability not only extend, but also accelerate. New enemies, state and non-state alike, will bring sophisticated new challenges to the field of conflict. The technology available to our opponents will continue to develop and proliferate at the pace of Moore's law, eroding our firepower dominance. Social transformations, enabled by the information age, move even faster than that. Opponents will challenge us through technological innovation, precision fires, information operations, deception, camouflage, and fighting in the vast urban slums that dot the littoral. To a higher degree than in the past the technological, social, political, and information context of warfare ***demands that we out-think our enemies as well as out-fight them.***

Our Marine Corps operating concepts in this environment fundamentally rest on the battlefield understanding that our intelligence enterprise must provide. As a force, we've demonstrated our ability to finish the enemy. We must now invest in capabilities for finding and fixing. Raising the bar for our professional enterprise, making better investments in our people, and ensuring deeper integration of the intelligence warfighting function into planning and operations has never been more necessary for battlefield success. ***Right now is the time for us to rethink how we rise to that challenge.***

This MCISRE plan outlines the actions we will undertake to achieve your intelligence enterprise. It outlines the path for sustained incremental improvements aligned through common vision. This will not be easy. This will not be quick. This requires change from a culture of 'mine' to a culture of 'ours'. I challenge you to consider this plan not solely through the lens of your current billet. The framework of our enterprise ties the efforts of all of us together; just as it connects your own efforts over the course of a career. Read this plan. Understand the direction we are going. Then, roll up your sleeves and make this enterprise your own. We need your talent, your innovation, and your professionalism. Coach, mentor, and keep your mind open to the ideas of your Marines. ***Be mindful of the enterprise you will leave for the Marines who will follow in your footsteps...you owe it to them to leave it better than you found it.***

M.S. Groen
Brigadier General
United States Marine Corps

THE PLAN

I. THE PATH TO ENTERPRISE

- Who We Are and What We Bring to the Fight
- The Future Operating Environment
- An Integrated Warfighting Function

II. ENTERPRISE DESIGN

- Operational Design
- Functional Design
- Professional Design
- Process Design
- Partnership Design

III. ENTERPRISE EXECUTION

- Governance
- Appendices
- MCISRE Execution Plan

MARINE CORPS. ISR. ENTERPRISE.

Marine Corps. *We are Marines.* We come from the same sources and receive the same formative training as our peers. We are Marines...operating and training in Marine battalions, Marine squadrons, and every Marine Air Ground Task Force (MAGTF). Our Marine civilians are partners in this commitment to our nation, our mission, and our Corps. Our ethos is common, but our skills unique. We are Marines...whose contribution to the fight is to seek understanding of the enemy, the battlespace, and the opportunities hidden within. We are Marines... focused on decision-making at the point of execution, seeking to place leaders – from fire team leader to MEF Commander – in a position to win against our innovative and adaptable enemies. We are Marines... providing a critical warfighting function that makes Marines and our Marine Air Ground Task Forces successful around the globe.

ISR. *We are Professionals.* Like other professions, our tradecraft is unique, important, and demands disciplined execution according to best practice. While we practice a wide variety of specialties, our actions are coordinated, integrated, and executed for three important purposes: conducting reconnaissance to discover threats or opportunities in the battlespace, conducting surveillance to monitor activities that impact our missions, and turning information into the intelligence that helps leaders make timely and accurate decisions. The Intelligence warfighting function never sleeps. Our mission begins in garrison, where we provide global indications and warnings to the global crisis response force. We deploy with every MAGTF, completely integrated in every ground, aviation, logistics, and command element. Our mission continues through crisis, major conflict, and post-conflict resolution. Our mission supports every operation from tactical to strategic, including humanitarian assistance and disaster relief.

Enterprise. *We are an enterprise.* Our Enterprise is a combat system. In the modern information environment, no intelligence node should stand alone. Battlefield knowledge should know no chain of command. By turning our disparate nodes into a mutually reinforcing enterprise, we optimize access to a broad range of information at every echelon. We raise the bar of professionalism for all of our practitioners, ensuring that critical billets are filled with well-trained Marines and civilians, with training matched to their responsibilities. We work to exacting standards through disciplined processes. We share effectively. We integrate the knowledge of all elements of the National IC at the point of crisis, where the line between the strategic and the tactical are blurred. We support multiple MAGTFs simultaneously, ensuring continuity of support from initiation, through deployment, and continuing into employment anywhere around the globe. The Enterprise projects the intelligence warfighting function into the battlespace, and ensures the professional expertise of those who practice.



**OLD BREED? NEW BREED?
THERE'S NOT A DAMN BIT OF
DIFFERENCE SO LONG AS IT'S
THE MARINE BREED.**

- LtGen Lewis B. "Chesty" Puller,
USMC

THE FUTURE OPERATING ENVIRONMENT...

For the U.S. Joint force, an operating assumption of technological and firepower dominance has already begun to fray. Those who would pose a threat to our nation have learned to negate the combat advantages that we have demonstrated over decades of conflict. Traditional spheres of dominance in conflict have become less relevant on the modern battlefield. The imperative for us to adapt – to be as cunning and innovative as our enemies – is compelling. ***If we are to out-think our opponents, we must understand them.***

In the technology sphere, the weapons and capabilities once reserved for modern states will increasingly be found in the hands of terrorists, proxy militias, non-state factions, and irregular opponents. Failing states, torn apart by identity politics and factional violence, will fuel an arms market for advanced standoff weapons, precision indirect fires, electromagnetic jammers, and advanced mines. Moore's law for computing capacity predicts a rapid advance in the sophistication of warhead seekers, guidance systems, computer-controlled devices, and space capabilities. ***The technological 'rise of the rest' has significant implications for Marines.***

Dramatic social and political changes are a consequence of the emerging knowledge age. As we see every day, informed people are not willing to live under repression or poor governance. The changes they demand often lead to instability, violence, and environments conducive to extremism and violence. Any of these may pose direct threats to our national interests. Competition for resources and the rise of new regional powers also increase the possibility of conventional or irregular conflict with modern opponents. Weapons of mass destruction remain a specter that haunts decision-makers. ***Irregular threats, small wars, and even WMD will frequently be a part of our future operating environment.***

Shifting demographics, climate change, and a global migration to urban opportunity drive large populations into massive slums. Especially in the littoral regions, governments have little capacity to meet increasing demand for security and services. Globally connected extremists and organized crime thrive in this environment. Human disaster and frequent violence are an inevitable result. U.S. citizens and innocent populations will be caught in the crosshairs. Operations will occur under the spotlights of media cameras and smart phones, with our actions subject to interpretation by global audiences. ***The mandates for fighting the "small wars of the future", the "three-block war",***

REQUIRES A...

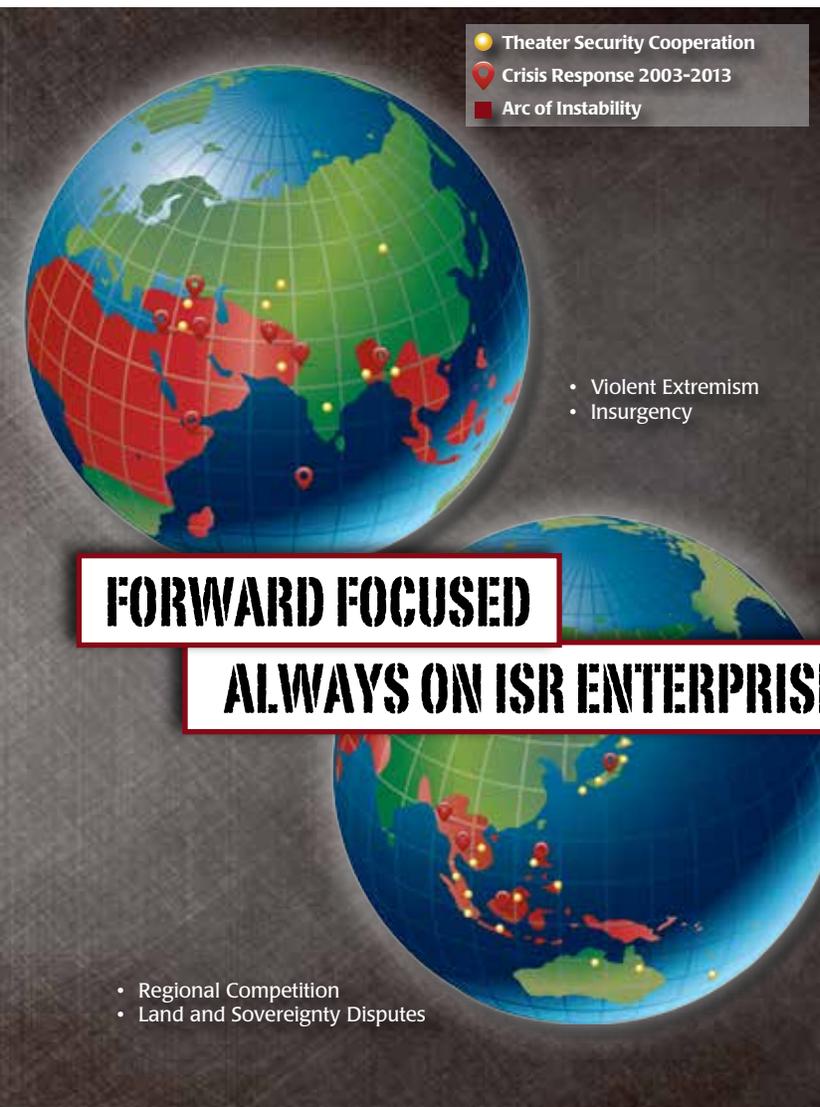
...GLOBALLY ENGAGED

- Violent Extremism
- Insecurity - Water/Food
- Piracy

COMMON TO ALL.

- Humanitarian Assistance
- Identity Politics/Power Struggles
- Internal Conflict
- Global Interdependence

- Transnational Crime
- Political Instability



and developing the “strategic Corporal” are alive and well.

Marines will think and fight in this environment at a pace that is faster, more precise, and more proactive than our adversaries. As our threats evolve, the global crisis response force will evolve to stay ahead of them. As strategic and tactical lines blur, in-depth understanding and knowledge of the political, social, religious, and cultural context will be as important to Marines as an understanding of adversary weapons systems and battle formations. Marines will learn to out-think their opponents before the fight begins, react faster as it evolves, then close with and destroy them in the end game. **Future operations require skills more akin to judo than boxing.**

Our enemies are never at rest. They are opportunistic, cunning, and relentlessly adaptive.

Our operating environment has changed. Friends and enemies alike experience the technological and social change driven by the information age.

Demographic and economic realignments continue. Instability arising from shifting power centers continues to threaten our citizens, allies, or vital interests.

Modern warfighting will move at the speed of knowledge. A force with a ponderous and

disconnected ISR capability will move at a correspondingly slow pace. A force with a modernized and globally connected ISR Enterprise will understand early, react quickly, and create opportunities that lead to success.

Adapting our current intelligence structure to remain relevant and responsive to the future operating environment demands a readiness...an eagerness... to change. Evolving a data architecture that leads to widely-available and shared knowledge is fundamental. Modern information tools, advanced analytics, seamless garrison-tactical transitions, and innovative processes will preserve our qualitative edge. Knowledge-building dissemination methodologies, unified product standards, competence certification, and evolved communities of practice will enhance the professionalization necessary to remain relevant. New opportunities in battlespace sensing, open source information, human terrain visualization, and social media exploitation will be tested and institutionalized. **The innovation, engagement, and ownership by ISR Marines and civilians alike will be necessary components of the Enterprise we must build together.**

Additional information available on SIPRNET at <http://www.mcia.usmc.smil.mil>

INTELLIGENCE

AN INTEGRATED WARFIGHTING FUNCTION

Intelligence and Command and Control: The commander's intelligence plan is critical in facilitating the decision-making process. Intelligence puts Marines in a position of advantage before the enemy even knows the fight is on. Intelligence provides knowledge of strengths, weaknesses, gaps, and opportunities that drive planning and execution cycles. Intelligence generates tempo by allowing Marines to react faster than their opponents when the battle begins. Intelligence provides unity of effort through sustained focus on the enemy through every phase of the operation. Intelligence remains intertwined with command and control through all phases of an operation, allowing him/her to rapidly adjust plans, resources, or priorities.

Intelligence and Maneuver: The commander's intelligence plan gives cohesion to maneuver. It detects gaps, identifies seams, and points to enemy vulnerabilities. Intelligence finds. Intelligence fixes. Marine Intelligence sets the stage for Marine maneuver to close with and destroy. Before the smoke clears, intelligence assesses and exploits, leading to the next target. In the human domain, intelligence reveals key insights into culture, hierarchies, values...it allows Marines to uncover the threats hidden among the populace. Intelligence enables the commander to choose the most effective form of maneuver in which to gain an advantage over the enemy. It protects Marines as they operate in harm's way, and allows them to accomplish their mission in any clime or place.

Intelligence and Fires: The commander's intelligence plan underpins effective fires. Well-planned ISR and precision targeting allow for effective battlefield shaping. Integrated and responsive surveillance and reconnaissance provide for rapid target acquisition and successful prosecution. Integration of Marine intelligence with Theater collection and ISR platforms expands the lethality of the MAGTF through access to Joint fires. Intelligence generates targets. Fires kill them. Intelligence and Fires create a deadly synergy within the MAGTF.



*The future operating environment portends significant changes in the character of future warfare. Technological and social change will impact **WHO** we fight, **WHERE** we fight, **HOW** we fight...and how our actions will be perceived on a global information stage. Fundamental to MAGTF or Joint operations in this environment is the seamless integration of all warfighting functions. The intelligence warfighting function supports each of the others, serving as the 'connective tissue' that enables Marine commanders to preserve the qualitative edge that makes us successful. The commander's intelligence plan drives mission success.*

Intelligence and Logistics: The commander's intelligence plan enables and secures the MAGTF support plan. Logistics is a foundational MAGTF capability, informed by detailed information that focuses route selection, security posture, and logistics support to humanitarian assistance/disaster relief operations. Intelligence creates opportunities for Marine logistics by informing and protecting logistics plans and operations. Logistics creates opportunities for Marine intelligence by providing real-time battlespace observations across the MAGTF's Area of Operations. Through access to Joint and national intelligence collection, as well as effective counterintelligence, this synergy extends through the entire logistics chain, identifying key rear area and home station vulnerabilities.

Intelligence and Force Protection: The commander's intelligence and counterintelligence plan is the backbone of force protection operations. Well-planned ISR provides an integrated and persistent surveillance capability that gives timely indications and warning. Awareness of threats across the battlespace allows coordination of fixed site and mobile security operations. Surveillance and reconnaissance continuously senses the environment, identifying immediate threats to Marines, their equipment, and their facilities.



OPERATIONS & INTELLIGENCE

TWO SIDES OF THE SAME COIN

OPS INTEL Operations. Intelligence. Two sides of the same coin. Intelligence not tied to decision-making lacks value. Operations planned or decisions made without consideration for the weather, the enemy, the terrain, or the human environment creates risk. That risk can be measured in lost opportunities, failed missions, actions without meaningful impact, or even the lives of Marines. The synergy gained when operations and intelligence are tightly nested provides a decisive advantage to the MAGTF and each of its elements. ***As our technological dominance over future opponents erodes, it is our tightly integrated operations and intelligence efforts that will preserve our qualitative edge.***

In planning, much of our knowledge of the enemy will come from traditional intelligence collection methods. In execution, we will have to fight for continued knowledge. Just as 'no plan survives contact with the enemy,' so too no enemy plan survives contact with us. Our presence and actions will force the enemy to react in sometimes unpredictable ways. The commander's plan for maneuver, intelligence, surveillance, and reconnaissance must account for the dynamic, continuous, and interactive requirement for battlefield understanding. In the complicated human terrain of the modern battlefield, we may conduct operations with the sole purpose of stimulating the enemy so we can gauge his response. Marines will 'operate to know', with integrated intelligence collection to sense the battlespace and the actions within it. This will be especially true in expeditionary operations, long-range crisis response, or denied areas. It is a relationship that must be habituated through fully-integrated training, even (especially) in peacetime. ***Commanders must be prepared to develop and understand their battlespace as a continuous task, with trained and ready ISR capabilities integrated with plans for maneuver and fires.***

Expeditionary Force 21 articulates the Capstone Concept for force development over the next ten years. EF21 does not change what Marines do, but it fundamentally relooks how they do it. It provides a vision for meeting the demand for the responsiveness and versatility that are our operational trademarks. The concepts articulated in EF21 remain fundamentally dependent on predictive, responsive, and fully integrated ISR capabilities. The implementation of the MCISRE as articulated in this plan will transform our ability to support this modern expeditionary force. Like the larger MAGTF, Marine Intelligence will not change what it does; but it will change how it is done. The MCISRE will seek to enhance the combat advantage created by the close integration of operations and intelligence. ***Operationalizing our ISR efforts will require new processes, new organizations, modern tools, better data strategies, integrated experimentation, and human capital investment.***

**PREPARE BETTER...
REACT FASTER...
WIN DECISIVELY...**



ENTERPRISE

THE MANDATE FOR CHANGE

RISK While we have enjoyed great success over the past thirteen years of combat operations, modern opponents have rapidly evolved to counter our ISR and firepower dominance. For Marines, the imperative to understand and ‘out-think’ our opponents is real; it is not going away. Yet, our ISR capabilities lag this reality. As we redeploy from Afghanistan, we leave behind a complex collection of modern systems that are not integrated into a cohesive architecture. The combat-driven demand signals of the last decade have left us focused on specific ‘systems’ rather than needed ‘capabilities.’ In an era of Moore’s law, we still implement 1990’s information methodologies on platforms from the 2000’s. At tactical echelons, Marines have only limited ability to sense the threats and opportunities in their battlespace. Our intelligence efforts remain segmented and stove-piped, with each unit fending largely for itself through a series of ad-hoc relationships. Our data architectures, production standards, and networking methodologies are disparate, unique, and unsharable. We have not integrated the tools and methodologies of the information age into standardized and universally shared processes. While our human capital consists of the finest Marines and civilians in the business, we do not have a training continuum that meets the demands of information age skillsets. The broader IC and Joint ISR architectures are progressing toward a cohesive enterprise, often without Marines contributing to the process. Marines have high expectations for reliable, predictive, and continuous intelligence in crisis-response and expeditionary environments. Today, our ability to deliver on that mandate carries significant risk. These issues can only be truly resolved through an engaged enterprise of professionals willing to take-on the status quo. They can only be resolved through an enterprise of professionals willing to work together.

**“THERE IS NOTHING MORE NECESSARY THAN GOOD INTELLIGENCE TO FRUSTRATE A
DESIGNING ENEMY AND NOTHING THAT REQUIRES GREATER PAINS TO OBTAIN.”**

- George Washington, America’s First Intelligence Officer*

OPPORTUNITY Our operating concepts and future missions depend more than ever on cohesive and responsive ISR capabilities that begin pre-crisis and continue all the way through conflict resolution. We have the opportunity to build a Marine Corps ISR enterprise that mitigates our present risk. The Enterprise articulated in this plan links all of our disparate intelligence, surveillance, and reconnaissance nodes into a mutually supporting whole. It links these capabilities through professionalism, operational integration, and carefully engineered processes. It is not just about new equipment. The Enterprise links intelligence Marines to each other, to MCIA, to the Joint environment, the IC, and selected foreign partners. MCISRE fundamentally changes the way we fight the intelligence warfighting function. In garrison, the Enterprise is ‘always on’ providing global indications and warnings for the global crisis response force. In crisis, it provides continuity of intelligence operations as MAGTFs form, deploy, and employ. In deployment, it connects deployed MAGTFs with the full range of supporting intelligence capabilities. In employment, it supports multiple MAGTFs simultaneously through a smart balance of forward-deployed and reach-back capabilities. Through Enterprise, we raise the bar of professionalism across the force through common standards, certifications, organizations, and training environments. Through Enterprise, we use modern information tools and methodologies, remaining consistent with emerging Joint and IC standards. Through Enterprise, Marines are linked to Joint and IC functional architectures, giving MAGTFs the ability to manage the intelligence warfighting function when serving as a Joint Task Force (JTF) headquarters. From strategic decision-making to the tactical edge, our Enterprise will provide for the efficient and effective conduct of the intelligence warfighting function. The MCISRE articulated in this plan is the Marine Corps’ method for ensuring the continued effectiveness and relevance of the force in crisis response, Joint operations, and large-scale conflict.

*<https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/the-founding-fathers-of-american-intelligence/art-1.html>

MARINE CORPS. ISR. ENTERPRISE.

Individual threads are wound and placed under tension to make strings...

Strings are wound and placed under tension to make lines...

Lines are wound and placed under tension to make a rope...

A rope is strong because:

- *individual threads pull in the same direction.*
- *it is built under tension, providing strength to the whole.*
- *each thread contributes to and benefits from the whole.*

ON FUTURE BATTLEFIELDS, VICTORY WILL GO TO THOSE WHO CAN SENSE, UNDERSTAND AND ACT AT A TEMPO THAT OUT-PACES THEIR OPPONENTS. ENTERPRISE CREATES THAT TEMPO.

WE PULL.

Our Enterprise is strong because:

- *individual intelligence nodes are woven together through technology, processes, training, and organization.*
- *data archives, product standards, automated knowledge tools that bring data to the analyst are shared.*
- *standing intelligence organizations are operating in garrison ensuring no 'cold starts' for the global crisis response force.*
- *Marines are trained and certified to meet demanding standards that are shared across the force.*
- *predictable career paths are developed linking billets to performance standards, and aligning professional development to those standards.*
- *functional 'communities of practice' drive innovation from the bottom up, raising the bar of professionalism.*
- *there is a smooth linkage and mutual support from a unit S-2 all the way to the national intelligence community.*
- *it achieves unity of purpose without requiring unity of command.*
- *it continuously harvests innovation across the force.*

TOGETHER

ENTERPRISE DESIGN

VISION

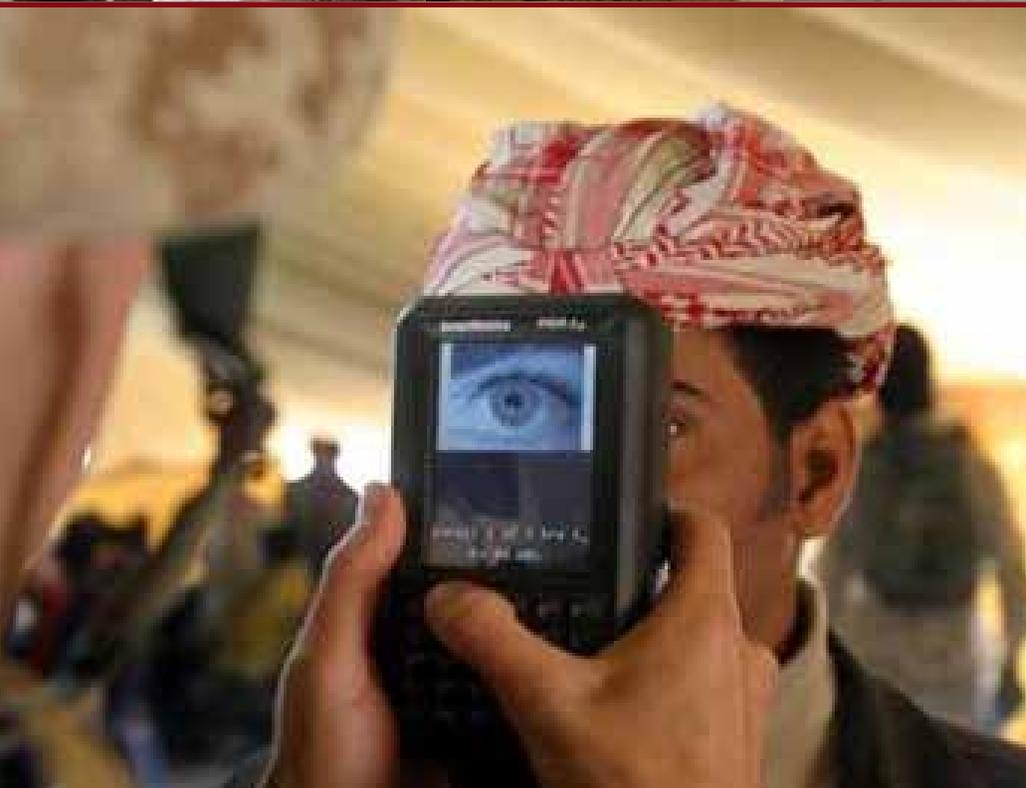
The MCISRE is the mechanism that merges disparate nodes of the Marine Corps intelligence effort into a cohesive, mutually reinforcing whole. The Enterprise enhances the way Marine intelligence fights by effectively integrating Joint capabilities, connecting to the broader IC, and cooperating with Coalition partners. The MCISRE is 'always on,' operating in garrison and maintaining continuous situational awareness. It projects the intelligence warfighting function forward in support of multiple MAGTFs, simultaneously allowing each to benefit from the effort of the IC and Joint Force while limiting boots on the ground. It seamlessly links forward intelligence nodes to decision-makers, with the knowledge base, analytical horsepower, Processing, Exploitation, and Dissemination (PED), and production capabilities of Enterprise nodes operating in garrison. It seamlessly and continuously supports Marines and MAGTFs through every phase of operations. The bedrock of the Enterprise is composed of carefully and deliberately developed human capital, powered by continuous innovation and process improvement. It employs modern methodologies and systems in a deliberate architecture. The Enterprise is owned by professional practitioners, each generation recognizing their responsibility to manage the present while setting conditions for future success.

MISSION

The MCISRE integrates disparate intelligence capabilities into a mutually reinforcing whole, generating 'always-on' global situational awareness for the global crisis response force, supporting Marines and MAGTFs from mission initiation to mission completion, and providing situational awareness at the point of decision in order to place Marines in a continuous position of advantage on the modern battlefield.

METHODOLOGY

This plan describes the approach and methods through which we will achieve an enterprised capability. An enterprise is not built overnight. No truck comes to deliver one to your doorstep. It must be built by all of us working together. The Enterprise will be achieved through continuous incremental improvements, most of which will be recommended by innovative Marines and Communities of Practice (CoP). We will harness the collective energy of our intelligence force through a unifying enterprise vision. Successive Enterprise plans will articulate priority focus areas, incorporated in the MCSCP. We will manage and track execution progress through the governance methodologies contained in this plan. Most importantly, achieving the Enterprise will depend on the ownership and stewardship of the Marines who will inherit it. Each successive generation of Marines will pass an improved Enterprise to the next.



**TOMORROW'S ENTERPRISE
MUST BE BETTER THAN
TODAY'S.**

We must be a continually learning ISR Enterprise that executes current missions effectively while continually harnessing human capital, innovation, and technology to meet future challenges.

MCISRE GOALS



WE ARE A WARFIGHTING ENTERPRISE.

Goal 1: A MCISRE that supports MAGTF Operations and battlefield decision-making through comprehensive integration into MAGTF concepts and the continuous provision of tailored intelligence that is timely, relevant, and predictive.



WE ARE A MARINE CORPS ENTERPRISE.

Goal 2: A MCISRE that supports the functional execution of intelligence, surveillance, and reconnaissance through the right organizations, the right architectures, the right infrastructure, and the right investments.



WE ARE MORE EFFECTIVE WHEN WE ACT TOGETHER.

Goal 3: A MCISRE that achieves high standards of effectiveness and efficiency through mature and professionalized processes. Standardized processes are captured in policies, articulated in doctrine, and universally shared across the Enterprise.



WE ARE NOT ALONE ON THE MODERN BATTLEFIELD.

Goal 4: A MCISRE that values its many partnerships. It contributes to Joint and Combined intelligence effectiveness, serving as a valued participant in the broader IC through its access to the tactical edge and global crisis response forces. It embraces shared innovation with other services, partnered industry, and Joint organizations.

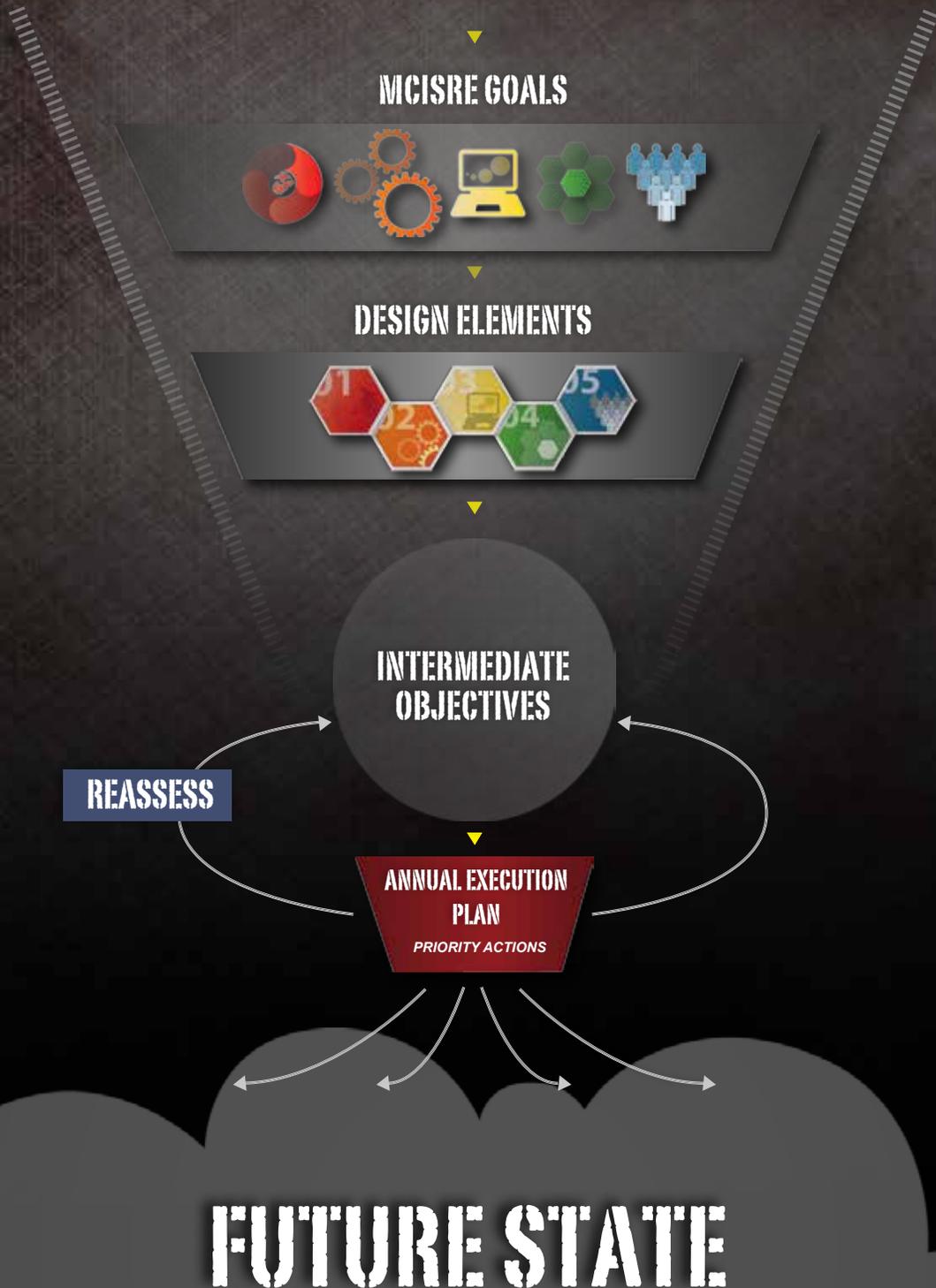


WE ARE AN ENTERPRISE OF PEOPLE, NOT THINGS.

Goal 5: A MCISRE with a professionalized workforce, uniformed and civilian, with the MAGTF skills and functional expertise that marks them as world-class contributors to Marine Corps, Joint, and IC missions. Intelligence Marines are certified to professional standards, with career opportunities facilitated through functional roadmaps, mentoring, and continual human capital development over the course of a rewarding career.

HOW THE ENTERPRISE WORKS

MCISRE Goals are derived from the vision for the Enterprise. The Goals are organized and prioritized through five distinct Design Elements within the overall MCISRE design. Each Design Element captures Intermediate Objectives to guide Enterprise progress. Each Design Element also includes features of a Future State to provide guideposts from the MCISRE vision to that Design Element. Intermediate Objectives generally will change very slowly as we transform our enterprise but specific tasks derived from objectives will come in rapid succession. To link these with more immediate tasks, an annual Enterprise Execution Plan will be produced. The Execution Plan establishes specific actions, Priority Actions, to be taken to meet Intermediate Objectives. The MCISRE Plan, with its associated appendices, is nested in the Marine Corps Service Campaign Plan to ensure our Enterprise aligns with service goals.



MICISRE DESIGN

Our MICISRE is a complex Enterprise. To organize and prioritize actions, we establish five Design Elements to capture the major components of the plan. These Design Elements are organized to correspond to the Goals of the Enterprise. Through them, we capture our maturation as a warfighting enterprise, articulate a viable technical architecture, develop standardized processes, invest in the right partnerships, and make smart human capital investments.



1 Operational Design

Enables timely, precise, relevant and predictive intelligence support to MAGTF, Joint, Coalition, and IC decision-making.

2 Functional Design

Visibility and transparency of current and planned systems architecture provides organizations purpose built to execute our intelligence concepts of operations, makes the right material investments, and resources them through deliberate planning.

3 Process Design

Enables effective and efficient operations built upon common standards, shared access to information, mutually-supporting nodes, and methods for distributed intelligence production.

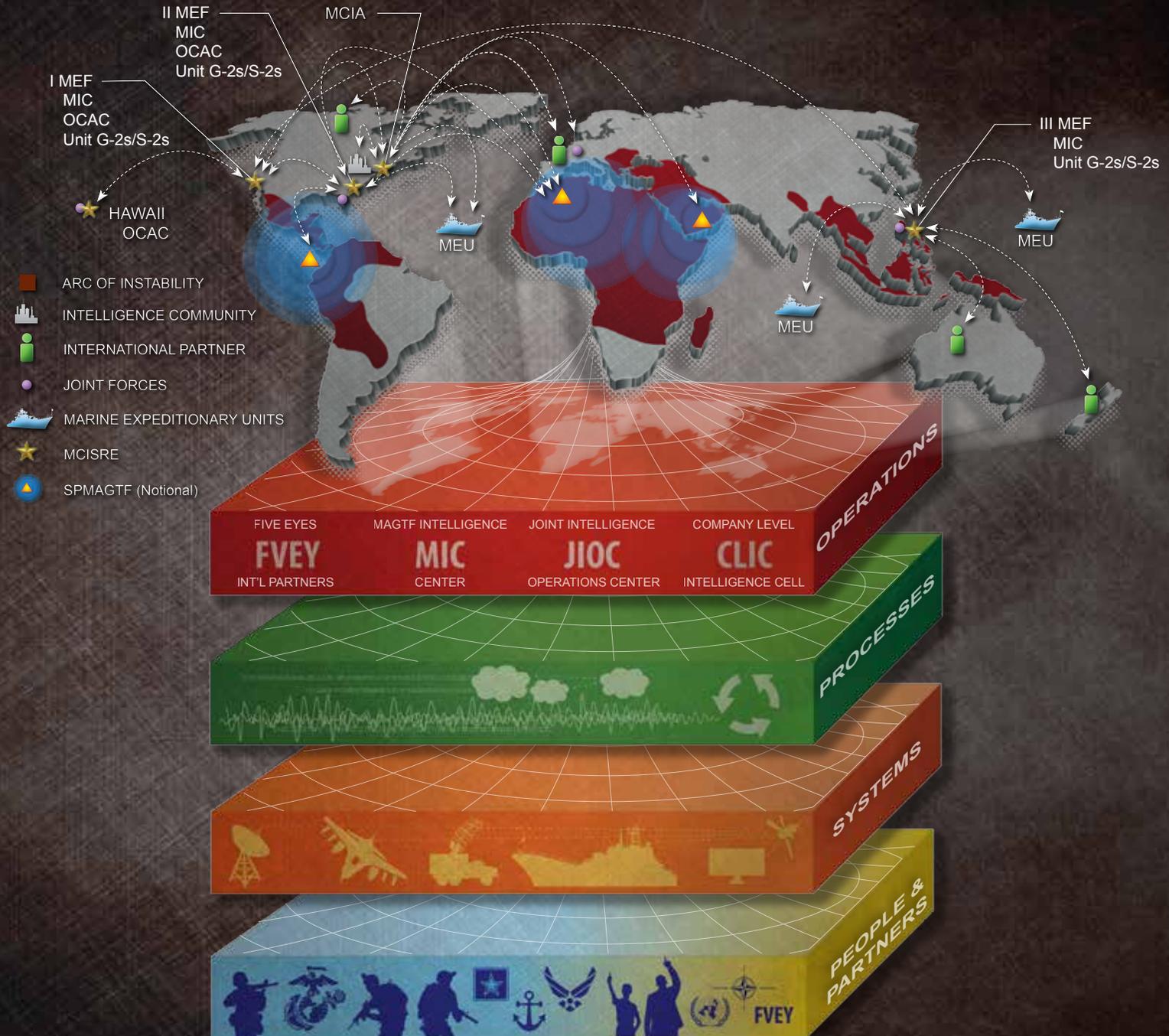
4 Partnership Design

Enables strong intelligence partnerships with the Intelligence Community, the Joint Force, other services, and coalition partners.

5 Professional Design

Enables gaining and retaining uniformed and civilian Marines with the appropriate skills, experiences, and growth opportunities.

OPERATIONS DIAGRAM



Read from the bottom-up, it is easy to see how each of the Design Elements can be thought of as a layer that contributes to a cohesive Enterprise; an Enterprise that provides a global situational awareness for the nation's global crisis response force. By smoothly integrating the Design Elements across the Enterprise, we create a mutually reinforcing network, able to simultaneously support multiple deployed MAGTFs. Working as an Enterprise, MCISRE builds the right capabilities, then uses them to put Marines in a position of advantage in every clime and place.

II. OPERATIONAL DESIGN

We are a Warfighting Enterprise.

Goal 1: A MCISRE that supports MAGTF Operations and battlefield decision-making through comprehensive integration into MAGTF concepts and the continuous provision of tailored intelligence that is timely, relevant, and predictive.

Fundamentally, the MCISRE is a warfighting concept. **MCISRE operational design** is about shaping the way we execute the intelligence warfighting function in the modern operating environment. It articulates how we use our collective capabilities to fight and win. One thing is clear: intelligence disconnected from decision-making is only background noise. While much can be accomplished by mutually-reinforcing nodes of a global Enterprise, those nodes that directly connect the power of the Enterprise to MAGTF decision-makers remain our focus. Forward S-2s, G-2s, and their relationships with MAGTF decision-makers represent both the start and endpoints of the Enterprise intelligence process. It has long been a truism that tactical elements closest to the fight have the need for the greatest fidelity in battlespace intelligence, while they lack the intelligence horsepower to generate it. The Enterprise approach harnesses the power of intelligence nodes operating at a distance to the demands of consumers at the tactical edge. MCISRE operational design begins with an understanding of the decision-space and tactical dilemmas of the commanders it supports, and ends with the combined knowledge base and analytical horsepower brought to bear at multiple points of decision.



For the nation's global crisis response force, steady-state situational awareness is a key operational necessity. The Marine Corps cannot afford 'cold starts' in crisis. In steady-state, standing intelligence centers - MAGTF Intelligence Centers (MICs) - operating in garrison and connected across the broader IC, provide indicators and warnings of impending crises. As MAGTFs are formed, embarked, and deployed, these operating nodes develop the intelligence picture from a stable 'base of fire' leveraging the connections, bandwidth, and stability that a garrison operating location provides. As the force is employed, a finely tuned balance of forward and rear intelligence capabilities projects the intelligence warfighting function to decision-makers, whether ship-board or land-based. Where longer duration missions require more capability in-theater, the Enterprise continually balances between forward-deployed and garrison-based capability and capacity. In an environment of more frequent but smaller MAGTFs, MCISRE ensures the full depth and breadth of the intelligence warfighting function is available to each of them. These same environments pose special challenges to surveillance and reconnaissance access. Integrating ground reconnaissance and MAGTF surveillance into MCISRE operational design is a priority.

In addition to warfighting support across deploying MAGTFs, operational design articulates how the MCISRE leverages the Marine Corps Intelligence Activity (MCIA) as the enterprise 'fixed site' to support enterprise operations, specialized skills, functional capacity, collections, analysis, and production support. Operational design considers how the MCISRE operates in support of intelligence agencies, Joint Forces, Special Operations, and Coalition partners to support missions outside of conventional MAGTF operations. Operational design identifies the methodologies for MAGTF support through every phase of an operation. It aligns Enterprise capabilities with operational concepts and battlefield requirements, as well as enabling MAGTFs to exercise and train in garrison the same way they will fight when deployed.

INTERMEDIATE OBJECTIVES

- *Refined MIC and Operations Control and Analysis Center (OCAC) concepts to a standard common baseline, with each MEF operating in garrison to achieve continuously shared global situational awareness for the global crisis response force.*
- *Fully developed and standardized enterprise operating concepts for crisis response, forward deployed MAGTFs, and contingency operations; extending all the way to the Company-Level Intelligence Cell (CLIC) level.*
- *Initiation of a MAGTF Sensing Strategy, including reconnaissance, that can achieve, sustain and disseminate tactical situational awareness in the expeditionary maneuver environment.*
- *Operations-intelligence synergy in operational and training environments through full integration of the Intelligence warfighting function into EF21, emerging Marine Corps concepts, major service exercises and operate-to-know experimentation.*
- *MCIA 'operationalized' as the Enterprise fixed site, serving as the conduit for national-to-tactical integration, network operations support, analytical tradecraft, specialized capabilities, and remote PED.*
- *Increased MCISRE investment in MAGTF situational awareness and global expertise through investments in Joint, Intelligence Community, and Special Operations support opportunities.*
- *MCISRE-led analysis of MAGTF Information Warfare capabilities conducted in partnership with information operations, command & control, and cyber operations.*

FUTURE STATE

- MCISRE comprehensively integrates its functions into a mutually-reinforcing warfighting Enterprise that provides seamless planning and decision-making support to deployed and training MAGTFs in every phase of operations from garrison preparation to tactical employment.
- MCISRE shares information across a unified knowledge Enterprise that extends to tactical formations, continuously operates in garrison, and seamlessly projects the intelligence warfighting function forward in support of multiple, simultaneous MAGTFs.
- MCISRE professionalizes its formations with common standards, organizations, nomenclatures, readiness metrics, operating concepts, and knowledge sharing relationships.
- MCISRE evaluates readiness through common unit and individual standards, evaluated through regular inspection mechanisms.
- MCISRE completely integrates its actions into MAGTF planning, operations, and training; with operations-intelligence synergy across warfighting functions.
- MCISRE is integrated into MEF/MEB planning and architectures as an operational warfighting function similar to maneuver and fires, with corresponding operational command structures.
- Future MAGTFs enter their operating environment from a position of advantage, sense threats/opportunities in the battlespace, and react faster than their opponents through a sustained qualitative edge provided by the intelligence warfighting function.

II.

FUNCTIONAL DESIGN

We are a Marine Corps Enterprise.

Goal 2: A MCISRE that supports the functional execution of intelligence, surveillance, and reconnaissance through the right organizations, the right architectures, the right infrastructure, and the right investments.



M **MCISRE functional design** accounts for tools, systems, organizations, and interfaces. Over a decade of combat operations, in multiple theaters, we have acquired and fielded systems at a rapid pace but without the benefit of a comprehensive approach. As resourcing levels decline and combat-funded systems age, we find ourselves reverting to programs of record built on decades-old technology. We must refine our capability portfolios. We spend too much time making our systems work, and not enough time working our systems. We have acquired many systems, but lack integrated capabilities.

The MCISRE functional design brings disciplined systems engineering to bear on our situation. It allows us to seek enduring enterprise solutions to local problems, converting individual heroics into systemic changes that benefit all. Modernization of capabilities and processes will ensure the Enterprise is compliant with IC standards, and is a key contributor of intelligence to the Joint force. Bottom-up Operating Force innovation will drive an architecture that meets garrison requirements and wartime demands. The MCISRE functional design gives ISR Marines a clear roadmap to our functional future. It identifies our most significant gaps, and prioritizes innovation efforts. An intelligence center of excellence extended to tactical environments gives us a platform for TTP development and process experimentation. Most importantly, MCISRE functional design maps investments to capability gaps. We exploit naval and national experimentation, in government and commercial space. We aggressively seek the good ideas of others to enhance our capabilities. MCISRE functional design gives Marines a voice in driving the future.

Our collections architecture is as important as our data architecture. The expeditionary maneuver environment and crisis response mission set places high demand on our ability to sense the battlespace. Modern maneuver and fires investments give Marines the ability to operate over great distances with more precision across the warfighting functions. But our maneuver capabilities now exceed our ability to conduct reconnaissance and surveillance. Shifting our sensing capability into the expeditionary maneuver environment will require significant effort and real innovation. Unmanned sensors, on the ground and in the air, promise to revolutionize battlespace awareness. Marines on future battlefields will rely on the innovations, investments, and opportunities that we begin to pursue today.

Our organizations and facilities are also part of our functional design. Building and integrating our MICs, OCACs, CLICs, and the capabilities of our Enterprise Operations Center at MCIA are essential. Modern facilities and mission suitable garrison bandwidth are critical. Extending information at appropriate classification levels to every decision-node in the MAGTF extends the reach and utility of the Enterprise. An entrepreneurial resourcing strategy will seek mission-sizing all of our intelligence nodes in a constrained resource environment.

In combination with operational design, functional design gives Marine Intelligence the ability to support deploying MAGTFs with the modern professionalized intelligence capabilities that they require to put Marines in a position of advantage. This lightens the MAGTF, while equipping Marines with the knowledge of the Joint force and the IC.

INTERMEDIATE OBJECTIVES

- *A documented MCISRE functional architecture that captures the ground truth of the state of our current Enterprise after a decade-plus of combat operations and externally-funded capabilities.*
- *An integrated MCISRE development roadmap, visible and transparent, that gives the operating forces a stronger voice in capability gap prioritization, system tradeoffs, and predictable timelines for upgrades and technology insertions.*
- *Unified MCISRE approaches across DOTMLPF processes that clearly articulate the capability gaps in the intelligence warfighting function then provide for supportable solutions.*
- *A clear roadmap for advanced analytic and Distributed Common Ground Station-Marine Corps (DCGS-MC) capabilities.*
- *A rigorous resourcing process that applies a unified entrepreneurial approach to matching Military Intelligence Program and National Intelligence Program resource investments to MCISRE warfighting capability gaps.*
- *A functional innovation strategy that leverages operating-forces innovation, collaborative Joint/IC relationships, information-age methodologies, and emerging physical technologies to drive the transformation of our MCISRE capabilities from its current baseline.*
- *A roadmap for modernized collection capabilities [(Reconnaissance, Signal Intelligence (SIGINT), Human Intelligence (HUMINT), Counterintelligence (CI), Imagery Intelligence (IMINT), Open Source Intelligence (OSINT), Measures and Signals Intelligence (MASINT))] that matches the requirements of expeditionary maneuver, long range crisis response, and operations in densely populated human terrain.*
- *Organizational alignment and human capital resourcing plans that support MCISRE operating concepts, operationalization of the intelligence warfighting function, and modernized CLICs.*

FUTURE STATE

- MCISRE operations are supported by a professionalized, engineering-based functional backbone that provides integrated physical and data architectures; Marines spend more time generating intelligence than searching for data or getting systems to operate.
- MCISRE owners have continuous input to and visibility of existing architectures, development plans, capability prioritization, and supporting establishment processes.
- MCISRE owners routinely develop Enterprise solutions to local problems, gaining synergy through mutually-supporting capabilities and enduring solutions that perpetuate good ideas.
- MCISRE innovation is purposeful, relevant and continuous; achieving a modernized information enterprise that is focused on future operational demands, not past practices.
- MCISRE resourcing is aligned across the Future Year Defense Program (FYDP) to achieve enterprise development plans.
- Marines and MAGTFs are supported by predictable operating intelligence architecture; while the Marine Corps supporting establishment has a clear roadmap for closing capability gaps and investing in battlespace awareness capabilities.

II. PROCESS DESIGN

We are more effective when we act together.

Goal 3: A MCISRE that achieves high standards of effectiveness and efficiency through mature and professionalized processes. Standardized processes are captured in policies, articulated in doctrine, and universally shared across the Enterprise.

People, information, and tools are necessary for a cohesive Enterprise. **MCISRE process design** addresses how we will use refined tools to move the right information to the right people. The metric for our processes is informed MAGTF decision-making.

Our processes must successfully leverage the sources of information we can access to effectively and efficiently drive sound battlefield decisions. Disciplined and universally applied basic processes are essential to any professional community. A 'nine-line' brief has the same nine lines; everywhere in the Marine Corps. A call for fire is executed the same way across the force. By contrast, if we allow our MCISRE processes to be fragmented, stove-piped, or unique within each organization, our professional edge will fade. Process innovation is one of the most exciting opportunities we have. Because those who execute the mission own the processes, every Marine can contribute to this design. It gets better; codified processes lead to technical innovation and automation. When we know how our information flows, we can begin to automate large parts of the process, allowing analysts to spend their time analyzing, not searching for data or struggling to keep their systems on-line.

Today, much of the knowledge of our Enterprise is scattered across thousands of hard-drives piled in secure spaces. Almost every node in the Enterprise has its own backup archive, whose data is not visible or usable by anyone else. Where data is shared, it is through unwieldy sites that are not universally visible or searchable. The MCISRE plan seeks a broadly open architecture that enables universal data visibility, smart searching, and ready display. Automated all-source fusion, advanced analytics, predictive analysis, real-time visibility of threats and opportunities, automated product development unique to individual decision-makers; these are the things that can be built on an architecture of defined processes, common standards, and shared data.

MCISRE process design seeks to do to the generation of battlefield intelligence that Google did to internet searches.

MCISRE process design includes deliberate investment of Marines in Joint PED centers, theater Joint Intelligence Operations Centers (JIOCs), Theater Special Operations Commands (TSOCs), and national agencies. Linking Marine intelligence processes to Joint and IC processes ensures the continued availability of these sources of information. Just as important, the unique access of forward-deployed crisis response forces can use these processes to smoothly contribute to the larger Joint intelligence picture. This commonality of process with the Joint force has significant implications. It is a necessary implementation if MAGTFs are to operate the intelligence warfighting function as a JTF headquarters.

MCISRE refines its processes in large-scale exercises, and formulates Enterprise wide standards through communities of practice, MCIA, MAWTS, and MCTOG. Individual Marines refine and improve their own processes through exercises and training. These are captured by tradecraft groups, The Center for Marine Expeditionary Intelligence Knowledge, and the Enterprise Implementation Directorate (EID) at MCIA. HQMC-Intelligence supports these through resourcing and policy.



INTERMEDIATE OBJECTIVES

- ***Codified and implemented Enterprise processes for MIC and OCAC operations that standardize, unify, and professionalize Enterprise operations across the Marine Corps.***
- ***Codified and implemented MCISRE processes for support to SPMAGTFs, afloat MAGTFs, Title 50 operations, and MAGTF training exercises.***
- ***An EID at MCIA to focus Enterprise strategy, facilitate development of community standards, codify best practices, and expedite Enterprise implementation efforts.***
- ***CoPs that take ownership of functional processes to maximize their contribution to MAGTF requirements.***
- ***A catalog of best practices, structured analytical methods, product templates and tools.***
- ***Internal MCISRE processes that optimize Enterprise support to tactical consumers in training and deployed environments.***
- ***A fundamental relook at the role of Open Source intelligence on the modern battlefield and the MCISRE approaches to maximizing this development.***
- ***Enterprise mechanisms to support a bottom-up approach to continual process refinement.***

FUTURE STATE

- The MCISRE effectively supports garrison situational awareness requirements and deployed MAGTFs while utilizing mutually-reinforcing enterprise methodologies where each node gains from the collective knowledge, experience, capacity, and capabilities of the others.
- Open MCISRE production and information processes that create broadly-shared situational awareness through elimination of artificial roadblocks created by hierarchical layering, functional stovepiping, or unit parochialism.
- The MCISRE seeks enduring Enterprise solutions to process development challenges that are shared across the force, perpetuating good ideas wherever they occur in the chain of command.
- Alignment among MCISRE operating concepts, best practices, and training pipelines; the right people, with the right training, providing effective MAGTF intelligence at the point of decision.
- A MCISRE culture that has shifted from individual unit and MOS stovepipes to a shared knowledge environment and professionalized practices that are universally applied across organizations.
- Marines and MAGTFs that have continuous professionalized intelligence support to their planning, deployment, and employment requirements; provided through the right balance of forward-deployed and garrison support.

II. PARTNERSHIP DESIGN

We are not alone on the modern battlefield.

Goal 4: A MCISRE that values its many partnerships. It contributes to Joint and Combined intelligence effectiveness, serving as a valued participant in the broader IC through its access to the tactical edge and global crisis response forces. It embraces shared innovation with other services, partnered industry, and Joint organizations.

On the modern battlefield, nobody fights alone. For intelligence, this is particularly true. MAGTFs provide a capable independent force in the air, the land, and on the sea, but even these wisely integrate the knowledge and situational awareness to be found in other service teammates, special operations forces, foreign partners, and interagency players. Partnerships are increasingly vital in the global intelligence environment where information sharing, collaboration, and trust are key tenets. **MCISRE partnership design** expands our relationships with foreign and domestic partners, increases our linkages to the Joint force, and expands our access to the broader IC.



Partnerships within the Joint force are necessary to the intelligence mission in the modern warfighting environment. While this is part of the price of admission to Joint intelligence capabilities, the MCISRE benefits through investments in Joint billets and organizations. Joint partnerships enable Marines to benefit and participate in Joint PED, giving MAGTF decision-makers the benefit of every airborne ISR platform, regardless of ownership. Skilled MAGTF professionals in collections management and targeting processes ensure Marines are well supported. Partnerships with the U.S. Army and Navy allow Marines to benefit from their investments and developments. Marines gain experience and credibility on Joint missions that are leveraged to improve training in garrison. It is not a one-way exchange. MCISRE Marines and civilians also make significant contributions to the Joint force. Marines as joint analysts bring special insight into tactical decision-making. Marine intelligence collectors from every discipline are in high demand because of their high quality and professionalism. This is especially true where special operations partners have closely aligned interests. MAGTFs in crisis response have on-the-ground access and insights that feed the Joint intelligence picture. We will continue to find ways to say 'yes' to Joint mission opportunities.

Partnerships within the larger IC enable the MCISRE to participate and influence evolving certification standards and IC policy developments. As a full member of the IC, the MCISRE participates in community products, strategy, and policy development. The MCISRE continues to increase its value to the IC as a contributing member, and will seek to expand its participation in IC analysis, intelligence collection, and evolving technical standards. Just as MCISRE brings the IC to the tactical edge, the IC enables the MCISRE to be part of a truly global knowledge environment. Even in a time of declining resources, we seek to encourage IC investments in MCISRE capabilities because of our relevance, quality, and innovative potential.

Non-traditional partnerships with international, academic, or corporate partners are similarly compelling. The MCISRE will continue to prioritize expanded engagement with existing FVEY partners, encouraging regular and 'micro' exchange opportunities for collaboration in exercises, operations, and training. Cooperative research and development agreements will drive mutually beneficial outcomes, while Marines continue to participate in relevant intelligence experimentation and development.

INTERMEDIATE OBJECTIVES

- *Assessment of naval intelligence integration opportunities with the U.S. Navy's newly formed Information Dominance Corps, Maritime Operations Centers, and the Office of Naval Intelligence.*
- *Marine Corps participation in Joint PED centers, and the provision of Joint PED from within the MCISRE, beginning with MCIA.*
- *Defined certification standards and processes for management of the Intelligence Warfighting Function while acting as a forward deployed JTF headquarters.*
- *Alignment of MCISRE analytical processes with emerging concepts and standards developed at the National Security Agency, Defense Intelligence Agency, and National Geospatial Intelligence Agency.*
- *Commercial partnerships in MAGTF sensing and geospatial intelligence articulated in cooperative research and development activity agreements.*
- *An Enterprise model for integration of Reserve capabilities into the MCISRE.*
- *A force generation model that allows Marine Intelligence to say 'yes' to Joint force requirements with defined force packages and capability sets.*
- *Enterprise integration with U.S. Army Intelligence for shared theater awareness, responsive Joint PED, advanced analytics, and mutually beneficial investment relationships.*
- *Layered operational intelligence integration of the MCISRE with the Joint and service intelligence efforts of our FVEY partners.*

FUTURE STATE

- MCISRE applies intelligence resources in pre-crisis, routinely and continuously supporting partnered intelligence operations around the globe, investing in Joint requirements to gain experience, further relationships, and improve Enterprise processes.
- The MCISRE routinely functions as a connecting file that links strategic and tactical intelligence processes; leveraging the full weight of the IC effort in support of deployed MAGTFs, and leveraging the access of crisis response forces to inform the IC.
- MCISRE interests are reflected in emerging IC and Defense intelligence architectures, certification processes, and standards, while the MCISRE resourcing process supports compliance with these external mandates.
- MCISRE capabilities and value to the Joint force and IC are reflected in resourcing profiles that support mutually beneficial outcomes for the combined enterprise.
- MAGTFs enjoy seamless integration of the intelligence warfighting function across Joint, Coalition, and IC agency boundaries through a continuous investment of the MCISRE in these relationships and processes.

II. PROFESSIONAL DESIGN

We are an enterprise of people, not things.

Goal 5: A MCISRE with a professionalized workforce, uniformed and civilian, with the MAGTF skills and functional expertise that marks them as world-class contributors to Marine Corps, Joint, and IC missions. Intelligence Marines are certified to professional standards, with career opportunities facilitated through functional roadmaps, mentoring, and continual human capital development over the course of a rewarding career.



The word 'professional' is an important one. Professionals 'profess.' They master a specialized body of knowledge. They contribute to its advancement. They apply their craft in environments with high stakes. We 'profess' that Marines and MAGTFs must fight with the most responsive and relevant intelligence capability possible. We 'profess' that Marines, from fire team leader to Commanding General, must be put in a position of advantage through thorough understanding of threats and opportunities. Because life and death are everyday components of our operating environment, we advance the tradecraft and skills of our profession in relentless pursuit of the situational awareness that leads to mission success. When it performs as an Enterprise, Marine intelligence becomes a professionalized community. This is a departure from old models of disconnected individuals, ad-hoc processes, and organizational standards that vary from unit to unit. **MCISRE professional design** raises the bar of professionalism across our community, and challenges individuals to step up. It will make some who are steeped in the old ways uncomfortable. That is okay.

People **are** the Enterprise. Investments in human capital are the most important investments we make. Through professional design, we guide those human capital investments to the most effective places. We recruit, create, and retain highly-qualified Marines and civilians. We set the groundwork for satisfying careers. The skills required for proficiency in the ISR business advance at Moore's law pace, a pace not well-aligned to our conventional training models. Together, we will find ways to fill in the training and education gaps. Through professional design, we will create 'functional' skill progression roadmaps to complement 'career' roadmaps. We will map a 'billet-skills-training' progression to help us refine training opportunities. We will convert ad-hoc and 'catch-as-can' training into required training and skill certifications. We will incorporate advanced skill designators such as Weapons and Tactics Instructor (WTI) and Intelligence Tactics Instructor (ITI) to recognize our high performers. We will use 'communities of practice' to innovate and advance functional expertise from the bottom-up, then use top-down policy to make it uniform and enduring.

While Marine Intelligence professionals are widely-recognized as among the best in the IC, we have some significant obstacles to breach. New certification requirements from external agencies create new challenges. Our civilian career and leadership development models are lacking. We have not codified or resourced advanced training and education in all of our functional disciplines. The evolution of our intelligence 'specialists' into credible 'analysts' is not well-managed. The linkages between cyber, information operations, cryptology, and command/control are nascent. We have superb intelligence training courses in our Wings, Divisions, and Marine Special Operations Command (MARSOC), but have not found ways to apply these across a larger population. The intelligence officer training model we developed in the 1990s, although successful, now requires some adjustment. Attacking these challenges as an enterprise ensures their comprehensive and enduring solution.

We will bring new tools to these challenges. Professional media linkages will be established across multiple classification domains so that we can communicate more effectively as a community. We will use these tools to maintain a professional dialog that complements reading lists or blogs. Mentorship programs will be refined and made available across the Enterprise. Educational relationships will turn occupational skills into certificates and degrees. Monthly leadership forums will be established to augment semi-annual steering committees. Acting as an Enterprise, we have enormous opportunity to make the right investments in Marines and civilians.

INTERMEDIATE OBJECTIVES

- **High-functioning CoPs that develop best practices in each functional discipline, driving MCISRE policy through functional expertise and a unified voice.**
- **As augments to ‘career’ roadmaps, functional roadmaps for individual development that link billet responsibilities to training opportunities, certification requirements, and skill tracking.**
- **A planned progression from entry level MOS skills to specified advanced mid-career training in the rapidly evolving skills required for relevant MAGTF intelligence capabilities, especially intelligence analysis.**
- **Mid-career level professionalization opportunities for advanced skill application including MARSOC rotations, Cyber opportunities, Marine Air Wing Training Squadron (MAWTS), Marine Corps Tactics and Operations Group (MCTOG), and other venues.**
- **Enhanced civilian career level training opportunities and a leadership development program.**
- **A professional media environment across classification domains that supports communities of practice, bottom-up idea generation, mentorship, and enterprise relationship building.**
- **Upgraded intelligence officer training for each of our functional pipeline Military Occupational Specialities, and for broader MAGTF intelligence responsibilities.**
- **Total force human capital development that supports the Reserve component.**
- **Information age human capital management processes that replace industrial age practices.**

FUTURE STATE

- MCISRE succeeds through predictable and professional development of the intelligence workforce; relying less on individual heroics and more on professional standards and tracked skill mastery.
- MCISRE policies are driven by CoPs convened of experts across the functional disciplines; tracking community gaps and opportunities much closer than possible from a centralized headquarters.
- MCISRE effectively communicates to internal and external stakeholders to ensure unity of message and focused action.
- MCISRE enjoys a professionalized individual and unit skill-tracking environment that drives schoolhouse curricula, unit training, inspection metrics, and readiness indicators that are common and unified across each intelligence organization.
- MCISRE human capital investment is planned, progressive, relevant and utilized to place professional expertise where the mission requires.
- MCISRE provides rewarding careers for the military and civilian workforce through continuous personal development and skill-broadening opportunities.
- MAGTFs benefit from a professionalized intelligence workforce with certified expertise and broad experience, derived from MAGTF warfighting requirements and MCISRE operating concepts.

THE LEARNING ENTERPRISE

It is no accident that our Enterprise Design Elements articulate 'future states' rather than 'end states.' Our enterprise has no end state. The Enterprise matures over time, continuously learning and adapting to its rapidly evolving operating and information environment.

Mastering the temporal dimension of Enterprise is central to understanding what we will achieve. In the mid 1990's, the 'bag-phone' made its revolutionary public debut. For the first time, travelers could make a phone-call without being tethered to a physical telephone jack or queuing up at an airport payphone. Today, we laugh at this archaic state of technology. We should do so with a weather eye on the future. The capabilities, technology and processes we practice today will be just as laughable within the career spans of Marines on active duty today. There are future Marines in elementary schools across the country that depend on today's generation of Marines to set the conditions for their success. If we do not take ownership of the deliberate development of our intelligence, surveillance, and reconnaissance capabilities now, we will leave behind the same fragmented, stove-piped, disconnected approaches we struggle to overcome today. A rejection of the enterprise approach is a vote for the status quo for future generations. We'll leave them a bag-phone to fight with in a smart-phone world.

Continuous innovation is a cornerstone of the MCISRE. Most of that innovation will come from the bottom-up. But this only works if the innovators take ownership of their enterprise, and leaders recognize and embrace an innovative mindset at every echelon. Of course, not every idea is a good one, and

not every good idea is implementable. This is where wide exposure of new ideas across the community can help. This MCISRE plan builds the framework for a bottom-up approach to development; of policy, of systems, of training, of process. Tradecraft groups, professional media linkages, communities of practice, course content review boards, the Operational Advisory Group (OAG) and Executive Steering Advisory Group (ESAG) processes are all opportunities for Marines, and their civilian counterparts, to take ownership of the professional development of their enterprise. The innovation within the Enterprise over the past decade of combat operations has been impressive. It is time to capitalize on those ideas and actions, and move them forward into the future operating environment.

We are an Enterprise of people. Ownership of a continuously learning enterprise is the inherent demand of professionalism. Professional due-diligence demands that leaders are conversant with our Enterprise objectives so that they might drive innovation in the right direction. Each generation inherits the Enterprise in-turn, and carries the mandate to leave it in better shape than it was found. Rather than an approach that asks, 'what has the Enterprise done for me today?', we must think about what we have done to advance the Enterprise for the future. This approach reflects a cultural shift from 'mine' to 'ours'. It is an approach that looks past a current assignment to see the contributions across an entire career. In the data-rich future operating environment, ensuring broadly shared situational awareness from all sources will create the qualitative edge that Marines need to win.



ENTERPRISE EXECUTION AND GOVERNANCE

MCISRE Plan execution will be guided by governance and support mechanisms employed to meet Enterprise goals. Establishing common means to accomplish our collective mission enables disparate organizations to establish policy, synchronize operations, federate work, encourage creativity, and resolve issues quickly and effectively. A well-defined Enterprise governance structure permits multiple points-of-entry, establishes clear-cut rules-of-the-road for all members of the Enterprise, and is an effective way to legislate positive change for the MCISRE. Governance provides guidance to maximize communication of information, coordination of activities, and sharing of ideas.

MCISRE governance provides the mechanisms for Marines to participate in and take ownership of their Enterprise. The foundational tenet of MCISRE governance is empowerment. Collaborative governance provides a flexible framework for ensuring best practices, ideas, and processes are promulgated throughout the Enterprise. Innovation comes from throughout the Enterprise. The creative thinking that makes our Enterprise a learning organization often comes from the best CLIC, a deployed intelligence analyst, an MCIA employee, or an intelligence detachment at the tactical edge. Governance gives Marines a voice in the process.

Governance is established through the Operational Advisory Group (OAG). Through its various working elements, the OAG serves to identify, prioritize, and develop solutions, and also implements guidance for issues across the MCISRE. OAG governance elements include the Executive Steering Committee (ESC), the Executive Steering Advisory Group (ESAG), the Company Grade Officer Advisory Group, the Senior Enlisted Advisory Group, and specially convened Working Groups (WGs). These elements have multiple paths for vetting and presenting issues to the ESC and DIRINT. The ESC, as the senior governing and decision-making body, presides over the other five OAG components and is advised by the ESAG; all components have direct access to the ESC and ESAG through monthly video-teleconferences, individual Governance Board Charters, and bi-annual OAG meetings. Governance roles, responsibilities, and representation is detailed in the Enterprise OAG Charter.



The OAG approves an annual MCISRE Execution Plan (MEP) based upon the Goals and Intermediate Objectives identified in the Marine Corps ISR Enterprise Plan (Annex B to the MCSCP). The MEP establishes the priority actions to be taken across Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policies (DOTMLPF-P) requirements for the following year. In concert with the annual MEP, the OAG will review the previous year's accomplishments, critically assessing both priority action and intermediate objective status. Given MCISRE resources and priorities, adjustments in future Enterprise actions can be made. In short, the MCISRE OAG is the Enterprise's venue for long-term strategic planning beyond the FYDP.

A recent but significant addition to this governance process is the inclusion of Communities of Practice. CoP are groups that share a craft and/or a profession. Through the process of sharing information and experiences within the group, members learn from each other, and have an opportunity to develop themselves personally and professionally. It is a way for practitioners to share tips and best practices, discuss questions, and provide support for each other. Membership is dependent on expertise - one should have at least some recent experience performing in the role or subject area of the CoP. Communities of Practice are instrumental in finding, sharing, transferring, and archiving knowledge. The CoP, collectively and individually, is considered a rich source of information in the form of actual experiences and best practices. A community of practice is one method to codify content and context that can be archived and be accessed for later use. (Examples of CoP products include Tactics, Techniques and Procedures (TTPs), updates to doctrine, system requirements, training, and process improvements and updates to doctrine.)

CoP are defined through both charter and guidance and may include local organizations that meet at the unit level, while members also participate virtually in the broader Enterprise CoP. Each CoP will have collaboration space on an Intelink (U) MCISRE portal. Other means of collaboration (e.g., Defense Connect Online meetings, eChirp, etc.) will be coordinated within the CoP. Collaboration space on other required security domains will also be coordinated with the CoP leadership. All designated CoP will operate under a designated governance forum. This governance forum will be responsible

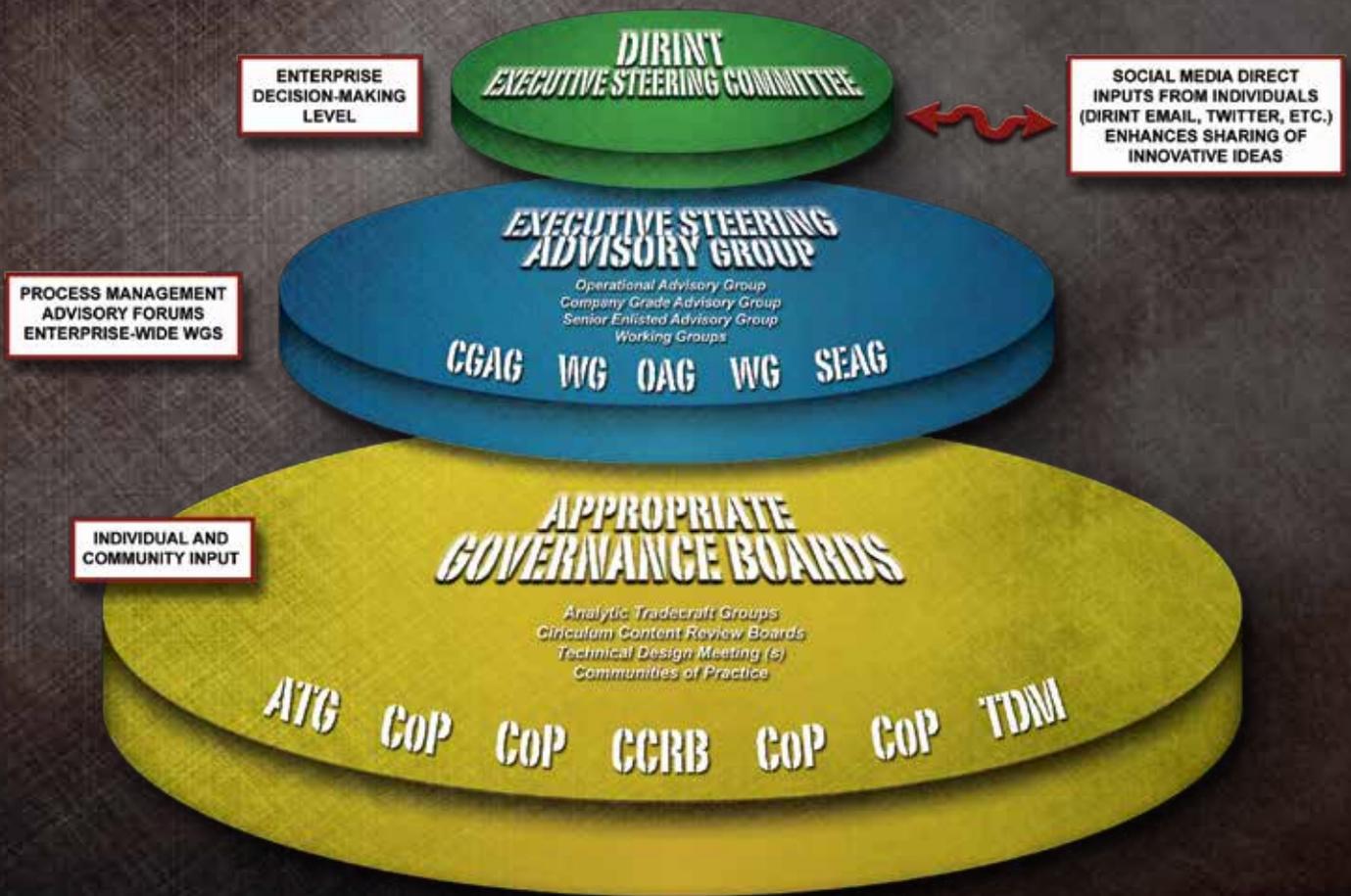
for capturing, analyzing, and communicating CoP ideas and outputs to MCISRE leadership. Conversely, CoP governance will also be responsible for interpreting MCISRE leadership guidance, intent, and direction and will also task a CoP to review specific, pertinent issues for community comment and expertise. Enterprise investment in and ownership in CoP are seen as a critical component in the maturity of MCISRE. Only through collaborative engagement, utilizing progressive approaches and forums such as CoP, can the Enterprise reap the benefits of all its professionals.

Other structured governance elements that inherently support MCISRE execution are Analytic Tradecraft Groups (ATGs). Similar to CoP in scale and scope, ATGs provide intelligence analysts with up-to-date knowledge on tactical tradecraft and reinforce analytic rigor and community accepted standards for analysis. As on-site experts in analytic methodology and applied analytic tradecraft, ATGs also help develop foundational skills – Structured Analytic Techniques (SATs) – and applied tradecraft - Structured Methods in Analytic Tradecraft (SMATs) – within MCISRE units. They also engage in the improvement and development of SMATs within the Enterprise and ensure their dissemination to other nodes of MCISRE. Like other discipline or area specific CoP, ATGs through their collective members' expertise cultivate innovation, train and educate, capture best practices, and enrich the Enterprise through engagement and development.

Assisting in the refinement of execution level ideas and recommendations (CoP, ATGs, etc.), established MCISRE WGs also help to develop integrated solutions to the Enterprise's most pressing issues. WGs advise one another, seek advice from community experts, and outline potential priorities of effort for Enterprise development. The four standing WGs – the Intelligence, Surveillance, and Reconnaissance Requirements WG, Intelligence Enterprise Production WG, Human Capital WG, and the MCISRE Information Management and Technology WG – are comprised of representatives from all ESC members. Each WG is tasked with reviewing MCISRE capability requirements, annual Enterprise intelligence production, USMC and civilian intelligence workforce development, and Enterprise information and data issues respectively. Through these WGs, personnel directly impact Enterprise development and refinement.

MICISRE GOVERNANCE FRAMEWORK DIAGRAM

STRUCTURED GOVERNANCE SUPPORTS EFFECTIVE MICISRE EXECUTION.



APPENDICES

As the Intelligence Annex of the Marine Corps Service Campaign Plan, the MCISRE Plan is the lens through which the Commandant has established his priorities to guide the development and sustainment of intelligence capabilities across the total force. It is directive in nature. Appendices that articulate the execution of the Enterprise will be developed in concert with the MCISRE Plan. These appendices will augment and support the basic tenants of the Plan, and describe in detail how the Enterprise functions and operates in garrison, afloat, and ashore. They describe in specific detail the “how” of MCISRE execution, and provide detailed actions that will inform execution of the MCISRE Plan. Offices of primary responsibility (OPR) throughout the Enterprise will develop appendices on specified and implied Priority Actions derived from Intermediate Objectives identified in the MCISRE Plan.

Each appendix will include a plan of action and milestones for the five year period covered by the MCISRE Plan that includes specific objectives for each fiscal year (FY15-20) across DOTMLPF-P and resources as applicable. Appendices are reviewed and updated annually by the OPRs, and reviewed annually through the OAG process.

1 – MCISRE Execution Plan (HQMC/IPP)

Tab A: State of the Enterprise Report

2 – Enterprise Governance (HQMC/IPP)

Tab A: MCISRE OAG Charter

Tab B: Communities of Practice Charter Template

Tab C: Governance Board Charter Template

3 – Personnel Plans (HQMC/IS/IOP)

Tab A: 02XX Intelligence Officer Roadmap

Tab B: Restricted Intelligence Officer Roadmap

Tab C: 02XX Enlisted Intelligence Professional Roadmap

Tab D: 26XX Enlisted Intelligence Professional Roadmap

Tab E: Civilian Intelligence Professional Roadmap

4 – Training, Education, and Certification Plans (HQMC/IS/IOP)

Tab A: Formal MOS MCIS Training (Entry Level and Career Level – Intelligence Roadmap)

Tab B: Unit Training

Tab C: Certification Requirements (Individuals, Units, and Courses)

5 – Capability Development Plan (HQMC/DC, CD&I/IID)

Tab A: Annual POM Process Strategy

Tab B: JCIDS Requirements Documentation Strategy

Tab C: Identity Intelligence Strategy

Tab D: MAGTF Sensing Strategy

Tab E: Target Material Production Strategy

Tab F: Cyberspace/Electronic Warfare Integration Plan

6 – MCISRE Resourcing Strategy (HQMC/IB)

7 – Intelligence Doctrine/Standard Operating Procedures Plan (HQMC/IP)

Tab A: Doctrine Development and Maintenance Plan

Tab B: SOP Development and Maintenance Plan

8 – Enterprise Operations Intelligence Plans (HQMC/IP)

Tab A: Navy/USMC Maritime ISR Plan

Tab B: Intelligence Security Cooperation Intelligence Plan

Tab C: Coalition Operations Intelligence Plan

Tab D: Enterprise Operations CONOPS

Tab E: Annual Enterprise Production Plan

9 – Enterprise Communication Architecture and Plans (HQMC/TID)

Tab A: Enterprise Data and Information Management Plan

Tab B: Sensitive Compartmented Information (SCI) Enterprise Operations Plan

Tab C: Enterprise Transport Architecture

10 – Intelligence Discipline Plans (HQMC/IO/IP)

Tab A: Counterintelligence Operations

Tab B: Human Intelligence Operations

Tab C: Signals Intelligence/Cyber Operations

Tab D: Geospatial Intelligence Operations

Tab E: Measurements and Signatures Intelligence Operations

Tab F: Open Source and Social Media Intelligence Operations

11 – MAGTF ISR Operations (HQMC/IP)

Tab A: Ground ISR Operations

Tab B: Airborne ISR Operations

MICISRE ELEMENTS

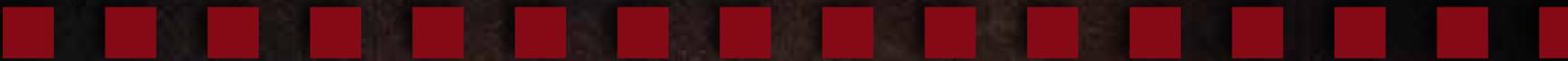
I MEF
1st MarDiv G-2
3d MAW G-2
1st MLG G-2
VMU 1, 3
1st Intel Bn
1st Radio Bn
1st Recon Bn
1st LAR Bn
Unit S-2s

DIRINT
Intel Dept

MCIA
MCCDC/IID
MCSC/PMMI
MCO
MGO

II MEF
2d MarDiv G-2
2d MAW G-2
2d MLG G-2
VMU 2
2d Intel Bn
2d Radio Bn
2d Recon Bn
2d LAR Bn
Unit S-2s

MARFORRES
ISB
VMU 4
3rd/4th Recon Bn



III MEF
3rd MarDiv G-2
1st MAW G-2
3rd MLG G-2
3rd Intel Bn
3rd Radio Bn
3rd Recon Bn
Unit S-2s

Components

MARFORCENT
MARFORPAC
MARFORCOM
MARFOREUR/AF
MAFFORSTRAT
MARFORSOC
Spec Ops Spt Bn
MARFORNORTH
MAFFORSOUTH
MARFORCYBER



