



HIGHLIGHTS

- SASCOC Updates
- MC Leadership Dev Program
- BOV Updates
- FacDev Spring Schedule
- MCU Updates

INSIDE THIS ISSUE:

Message from VPAA	1
SASCOC Updates	2
Middle East Studies	
CSC Updates & LLI	3
Leadership Comm Skills	4
Center	
MCWAR	5
EWS	6
CAOCL & Academic	8
Chairs	
New Faces at EPME	9
Leadership Dev Prog	10
Case Method Corner	11
BOV Updates	12
Speakers Bureau	13
Library of Marine Corps	14
CDET	15
MCU Holiday Party	17
MCU Faculty Development	18

Marine Corps University

Faculty Newsletter

Winter 2016



Message from VPAA

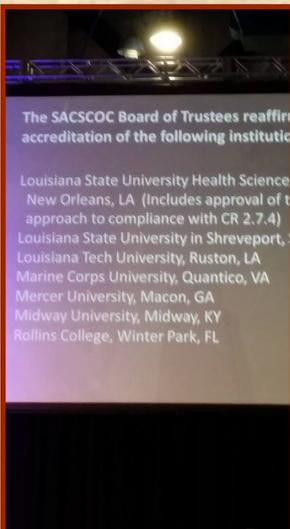
This newsletter is intended for your benefit as faculty members. As such, we welcome your inputs and suggestions for improvements moving forward. This past year has been a busy one. Among other challenges, MCU has expended a lot of time and effort on the SACS reaffirmation of accreditation, the movement into the Warner Center, and the reorganization of the MCU/EDCOM headquarters. The coming year will no doubt present its own unique challenges to individual faculty members and MCU as an institution.

The articles in this newsletter highlight a number of remarkable faculty achievements and initiatives that have helped to strengthen MCU in important ways. These successes are commendable, and they should provide us confidence that MCU is well-prepared to tackle whatever academic challenges may emerge in the future.



Dr. James Anderson
MCU VPAA

SACSCOC Update



Public Acknowledgment of
MCU Reaffirmation

A team comprised of BGen Helen Pratt, Dr. James Anderson, Dr. Rebecca Johnson, Dr. Charles McKenna, Mr. Jay Hatton and Dr. Susan Johnston represented Marine Corps University at the recent annual conference of the Southern Association of Colleges and Schools Council of Colleges which was held 6-8 December 2015 in Houston, Texas.

The SACS Conference is the annual event at which schools examined for reaffirmation for accreditation during the prior year are publicly notified of their success in being reaffirmed. It was with great pride the MCU team was present at the General Session when the announcement was made that the University had been reaffirmed with no additional monitoring or reporting requirements for a ten year period. The next SACS reaccreditation self-study will be required in 2024 with on-site visit and final determination in 2025.

There will be another SACS milestone in 2020 when the Five-Year Impact Report on the MCU Quality Enhancement Plan (QEP) which is focused on developing greater creative problem-solving capacity will be due.

Submitted by Dr. Susan Johnston, IRAP

Middle East Studies

As part of its mission to broaden U.S. Marine Corps access to information and analysis through publishing, Middle East Studies at Marine Corps University (MES) has established different mechanisms to disseminate relevant publications, including a Monograph Series. The aim of the MES Monograph Series is to publish original research papers on a wide variety of subjects pertaining to the Middle East and South and Central Asia. The focus of the Monograph Series is on timely subjects with strategic relevance to current and future concerns of the U.S. Professional Military Education community.

The seventh issue of the MES Monograph Series features an expanded and revised edition of Monograph Number 1, published in August 2011. Mr. Michael Eisenstadt has updated his arguments and analysis based on the major changes that have taken place in the Islamic Republic of Iran since 2011, specifically the nuclear agreement and Iran's expanded military and political roles in the region and beyond.

The MES Monograph Series is available in print and electronically through the MES website at www.mcu.usmc.mil under the "Middle East" tab as well as on Facebook at middleeaststudies.mcu.

For information on obtaining print copies, please contact Adam C. Seitz, Senior Research Associate for MES, at adam.seitz@usmcu.edu or (703) 432-5260. MES welcomes comments from readers on the content of the series as well as recommendations for future monograph topics.

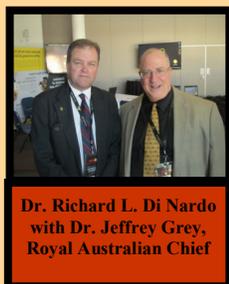
CSC

Command & Staff College

CSC

Dr. Richard Di Nardo Presents in Canberra, Australia

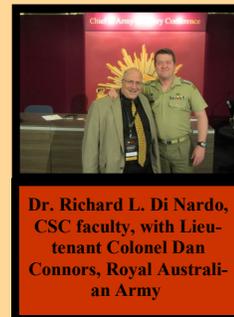
Dr. Richard L. DiNardo, CSC faculty, recently delivered his paper, "The Operational Implications of Geography, Space and Distance on the Eastern Front, 1914-1917" at the 2015 *Chief of Army History Conference* on 29 September 2015 in Canberra, Australia. During his visit, Dr. Di Nardo was able to visit with Dr. Jeffrey Grey, MCU Horner Chair for AY 2001 and AY 2002. Dr. Di Nardo also visited with Lieutenant Colonel Dan Connors, Royal Australian Army. Lieutenant Colonel Connors who graduated from CSC in 2013 and SAW in 2014.



Dr. Richard L. Di Nardo
with Dr. Jeffrey Grey,
Royal Australian Chief



Dr. Richard Di Nardo



Dr. Richard L. Di Nardo,
CSC faculty, with Lieuten-
ant Colonel Dan
Connors, Royal Australi-
an Army



News from LeJeune Leadership Institute

Civilian Leadership Development Program



Are you a Civilian Marine interested in leadership development? Currently applications are being accepted and processed for the following Centrally Managed Civilian Leadership Courses: Aspiring Leader Program (GS4-6) and New Leader Program (GS7-11). All training sessions for both programs are located at the Graduate School, USA. The Lejeune Leadership Institute, Civilian Leadership Development (CLD), provides Centrally Managed Civilian Leadership Courses (CMCLC) for competitive leadership development opportunities to Civilian Marines. CLD also provides online training via MarineNet for independent leadership development studies. Information CLD can be found on its website at: <https://www.mcu.usmc.mil/leadership/mcclcd/SitePages/Home.aspx>. You can also evaluate your leadership ability on the CLD website. The CLD website also contains a leadership assessment, called the Leadership Competency Assessment tool, development by the U.S. Office of Personnel Management (OPM). This assessment is designed to identify your leadership strengths and developmental needs. The deadline for the New Leader Program was December 18, 2015, and applications are being reviewed. It will consist of three week-long training sessions in Washington, DC in 2016: March 14-18; June 6-10; and September 19-23. The deadline for nominations for the Aspiring Leader Program is January 29, 2016, and will be hosted in two, week-long training sessions in 2016: April 11-15 and May 9-13.

Professional Programs

The Commandant's Combined Commandership Course, "Cornerstone," will be held at the Gray Research Center, MCU from 25 January – 5 February. Cornerstone is required for all board-selected lieutenant colonels and colonel commanders, sergeants majors, and their spouses. It is designed to be a comprehensive course to prepare commanders, sergeants majors, and their spouses for the challenges of command and leading Marines and their families.

Leadership Doctrine Development and Standards

The Marine Corps Leadership Development (MCLD) Draft Order has undergone its most recent round of staffing and changes, and is prepped for signature by the Commandant. The mission of MCLD is to develop the leadership qualities of Marines to enable them to assume progressively greater responsibilities to the Marine Corps and Society. It is neither a philosophy nor a program; rather, it is a framework that approaches leadership from the perspective of the Six Functional Areas of Leadership Development: Fidelity, Fighter, Fitness, Family, Finance, and Future. By focusing efforts on these individual areas, MCLD seeks to ensure the development of Marines – and thus a Corps – that is cohesive, tactically and technically proficient, guided by moral purpose, and able to execute the toughest challenges. MCLD will supersede the Marine Corps Mentorship Program (MCMP) upon signature by the Commandant. It is hoped that the Draft Order will be signed by summer 2016. More information about MCLD can be found at <https://www.mcu.usmc.mil/sites/leadership/SitePages/main.aspx>.

The mission of the Lejeune Leadership Institute (LLI), MCU is to provide training, education, and resources that inspire and advance leadership excellence in the Marine Corps. It consists of the Civilian Leadership Development Programs Branch that support Civilian Marines and the Professional Programs and Leadership Doctrine Development and Standards Branches that support uniformed personnel.

Leadership Communication Skills Center (LCSC) Updates

LCSC TEAM PRESENTS CLASS TO SAUDI OFFICERS

The Leadership Communications Skills Team recently offered a series of English and Grammar classes for Saudi Arabian Officers. The LCSC provided a series of eight classes in American English Language and Culture for the Saudi Officers. All language skills were covered, and themes were related to culture and communication practices.



Dr. Di Desidero
Director, LCSC

Dr. Linda Di Desidero joined Marine Corps University as the Director of the Leadership Communication Skills Center in November 2012. She comes from the University of Maryland University College, where she directed the program in Communication Studies & Professional Writing. Her earlier work in higher education includes teaching and administrative positions at Northwestern University, Rutgers University, Capitol College, and Prince George's Community College. Dr. Di Desidero is an innovative program administrator with broad experience in curriculum development, assessment, and faculty support. For more than 25 years, she has taught university courses in academic and professional writing, sociolinguistics, speech, communication theory, gender studies, education, and literature.



Instructor Stase Wells working with Saudi Arabian Officers



Communications Instructor Kathleen Gallaher

LCSC FEATURED IN QUANTICO SENTRY



Andrea Hamlen, left, Leadership Communication Skills Center instructor, hosted a writing workshop with approximately 15 students at the Marine Corps University. Maj. Jeffrey Patterson, right, and Maj. Saul Manzanet receive instructions for gathering and organizing research. After nearly a decade, the LCSC continues to support students from the Marine Corps War College, the School of Advanced Warfighting, and the Marine Corps Command and Staff College.

MCWAR Updates



Dr. Rebecca Johnson

Dr. Rebecca Johnson was recently named Dean of Marine Corps War College.

Dr. Johnson joined the faculty at the Command and Staff College in 2009. Previously, she taught at The Georgetown Public Policy Institute at Georgetown University, and from 2004 to 2008 was an Assistant Professor in the School of International Service at American University. From 2003-2005 Dr. Johnson served as the Academic Director for the South Carolina Washington Fellows Program at the University of South Carolina. Additionally, she has lectured on Balkan history for U.S. police officers preparing to deploy to the international policing mission in Kosovo through Civilian Police International and has taught undergraduate international ethics at Sookmyung Women's University in Seoul, ROK. In 2006 she was selected to participate in the United States Institute of Peace's faculty seminar on "Global Peace and Security from Multiple Perspectives." Dr. Johnson serves as the book review editor for The Journal of Military Ethics. Dr. Johnson holds a B.A. (Government), from The University of Texas at Austin, an M.A. (Government), from Georgetown University, a Ph.D. (Government), also from Georgetown University, and a M.Div. from Wesley Theological Seminary, earned in 2010. Her areas of interest are: Military Ethics, International Security, and National Security.

Also, MCWAR welcomes aboard **Lieutenant Colonel Jason Palma**, USAF. He assumed the duties as Assistant Course Director for War, Policy, and Strategy. Lieutenant Colonel Jason R. Palma serves as Assistant Course Director for Economics & National Power and War, Policy & Strategy at the Marine Corps War College (MCWAR), MCB Quantico, VA. He assists the Course Director in developing future strategists and senior warfighters. Lieutenant Colonel Palma is a native of California, and earned his Bachelor of Science degree in Meteorology from the Air Force Academy, graduating in 1995. He has experience in a variety of flying and staff billets to include serving as a KC-135 Weapons Officer, Stan/Eval and Instructor Navigator, as a MAJCOM, and NAF staff action officer. He deployed in support of Operations SOUTHERN WATCH, NORTHERN WATCH, ALLIED FORCE and ENDURING FREEDOM. Lieutenant Colonel Palma also served as Deputy Chief of Staff, Third Air Force, during Operation ODYSSEY DAWN and the transition to Operation UNIFIED PROTECTOR.



The Marine Corps War College (MCWAR) Class of 2016 recently completed their New York City field study. The trip afforded the students an exceptional opportunity to engage with leaders in finance, advertising, insurance, the Federal Bureau of Investigation, the New York Police Department, the U.S. State Department, and the United Nations. The class visited JP Morgan Chase & Co., St. John's University, J Walter Thompson, the Joint Terrorism Task Force, and the US mission to the UN.

Notable guest speakers included Governor Sununu former White House Chief of Staff for President George H.W. Bush and Dr. Dave Kilcullen.

MCWAR would like to congratulate Corporal Deja Wainwright for her outstanding performance recognized by the CG's Above and Beyond Award.

Submitted by Col Kyle Gentry, Director MCWAR

EWS ENRICHMENT PROGRAM

Expeditionary Warfare School Enrichment Program

Last Fall, EWS undertook a creative new program to provide the entire EWS Community (faculty, staff, students, and families) enhanced opportunities for professional and personal growth through a range of EWS facilitated activities. We call this the **EWS Enrichment Program**.

(Don't stop reading yet. Although this is an EWS sponsored program, several of our activities are open to anyone in MCU who is interested.)

Rather than have the faculty develop a number of electives/activities to offer the student body, EWS solicited the input of the entire EWS Community to determine its interests. Following some vetting of the responses, we settled on nearly 50 separate activities divided into six broad categories: Communication Skills, Military Science and Art; Military History, Physical Fitness/Sports, Relationship/Family, and Social.

Communication Skills activities are design to afford the participants the opportunity to improve their written and verbal communication skills. Activities in this category include Toastmasters, French Language Training (taught by our Canadian student), and the Artist Way Creative Cluster (led by a faculty member's spouse).

Military Science and Art activities are designed to foster enhanced knowledge of current military science and art. The Seminar on War, Strategy, and Military History is led by Dr. Williamson Murray, noted author and former MCU Horner Chair. We also offer a Robotics and Programming Course, a Logistics in Industry Group, a Marine Corps Martial Arts Program Instructor Course, and a course called "Winning" (a weekly series of tactical decision games). This category also includes female, sister service, and MOS-related professional development group.

The **Military History** category includes a group that conducts a series of six Saturday Civil War Battlefield tours each led by a recognized expert on the battle paid for by the Marine Corps University Foundation (another example of the great support MCUF provides our schools). The American Revolutionary War studies group, led by the EWS Director, Colonel Jason Bohm, consists of a series of presentations, battle studies, and staff rides. The group visited Mount Vernon and plans to visit the Saratoga and Yorktown battlefields in the spring. We also encourage participation in the Case Method Club, a series of weekly decision forcing cases conducted by the MCU Case Method Project run by Dr. Bruce Gudmundsson.

EWS ENRICHMENT PROGRAM , CON'T.

Expeditionary Warfare School Enrichment Program

Relationship/Family includes activities focused on individuals, couples, or families. Examples include Military Spouse Employment discussions and Communication and Marriage Enrichment Seminars on topics such as a “Five Love Languages” presented by an instructor from Marine Corps Community Services. There will also be a series of social gatherings focused on families who have come from, or will be transferring to, various post and stations.

The **Social** category is an eclectic collection of activities: Financial Peace University, Chess Club, Cornhole Club, Woodworking on the Lathe (Bowl and Platter Turning), Bible Study, Leadership Engagement Seminar, Professional Military Protocol and Etiquette Seminar, Cigar and Philosophy Club, Quilting Class, Stylus, Sword, and Spirit Dinner Date Discussions, and even a Homebrew Club.

As you can see, there is something for nearly everyone. The execution of this program is decentralized; once established, the various activity groups can shape their program to fit the interest of the group. Some take place before school, at lunchtime, after work, or on weekends.

In addition to enhancing personal and professional development, the EWS Enrichment program has had the beneficial effect of bringing together people with common interests as well as providing a whole range of new activities for anyone to try out--WIN, WIN, WIN.

So what’s in it for the rest of the MCU Community? While some activities are restricted to EWS students, several of our activities are essentially “open enrollment” and voluntary participation. If you saw something on the list that interests you and would like to participate in one of our activities, please feel free to contact the EWS Enrichment Program Coordinator, Bob Fawcett, at Robert.fawcett@usmcu.edu and he can put you in touch with the Activity Lead. Please include which activity you are interested in and provide your contact info. You can also check out some of our previous activities on our Facebook page, *Expeditionary Warfare School – EWS*.

That’s all for now, I’m off to an orienteering meet, or maybe some pistol shooting, or... SKYDIVING!

EWS Mission Statement

Expeditionary Warfare School (EWS) educates and trains company grade Marine Air-Ground Task Force (MAGTF) officers to serve in an expeditionary environment.



Submitted by Mr. Robert Fawcett, (USMC, Ret.) -EWS Chief Academic Officer

CENTER FOR ADVANCED OPERATIONAL CULTURAL LEARNING

Dr Lauren Mackenzie delivers "Best Practices for Leading & Communicating in Intercultural Contexts" Seminar to 14 senior Saudi Arabian officers



On 15 Dec 2015, Dr. Lauren Mackenzie (Professor of Military Cross-Cultural Competence at the Center for Advanced Operational Culture Learning) and Dr. Rebecca Hannigan (Senior Research Fellow at the Lejeune Leadership Institute) delivered a 3.5 hour "Best Practices for Leading & Communicating in Intercultural Contexts" seminar to 14 senior Saudi Arabian officers. The officers, ranging in rank from O-6 to O-7, were visiting MCU as part of a 3-week course run by Mr. Ray Damm designed to mirror MCWAR's Strategy and Policy course. Drs Mackenzie and Hannigan led discussions devoted to military cross-cultural competence, the characteristics of strategic leadership, and the ways in which cultural values are displayed in communication behavior. Drawing from research and case studies spanning across military branches and cultural boundaries, this seminar stimulated engaging conversation about the often unforeseen consequences of cultural complexity.

Submitted by: Dr. Lauren Mackenzie, CAACL

ACADEMIC CHAIRS AY 2015—16

- ◆ MajGen Matthew Horner Chair of Military Theory: Dr. Sebastien Gorka
- ◆ Kim Adamson Chair of Terrorism and Counterinsurgency: LtGen Paul Van Riper (Ret)
- ◆ MCU Strategic Studies Chair: Dr. Williamson Murray
- ◆ Bren Chair for Center for Applied Creativity: Dr. Ben Jensen
- ◆ CIA Chair: Mr. Scott DiMaio
- ◆ DIA Chair: Dr. Vance Skarstedt
- ◆ USA Chair: Col Tracy Banister
- ◆ State Dept Chair: Mr. John Sullivan
- ◆ MC Reserve Chair: Col Chris Thompson
- ◆ SOF Chair: LTC Gregory Reck
- ◆ USAF Chair: Col John Russell
- ◆ FBI Chair: Mr. Bill Soderberg
- ◆ DHS Chair: Mr. Charles Davis
- ◆ Log Chair: Col Dave Eskelund
- ◆ Cyber Chair: Mr. Gary Brown

"...In addition to the permanent military faculty and Title 10 professors teaching at the University, Service/Agency/MCUF/CAOCL-sponsored Academic Chairs and Professors support MCU, providing expertise in multiple military/agency arenas and academic disciplines"

MCU Academic Chairs and Scholars

ACADEMIC SCHOLARS

- ◆ Director of Middle East Studies: Dr. Amin Tarzi
- ◆ Director of East Asian Studies: Dr. Chris Yung
- ◆ Professor of Operational Culture: Dr. Lauren Mackenzie

Enlisted Professional Military Education (EPME)

EPME

The Enlisted Professional Military Education (EPME) branch provides progressive educational opportunities in order to improve leadership, sharpen critical thinking skills, and deepen student understanding of warfighting concepts in distributed and joint environments. Our goal is to create ethical and highly professional leaders capable of making sound decisions in complex operational situations.

New Faces in the Organization



Maj. Bruce H. "Doc" Norton, USMC (Ret) is the newest ISS at EPME. He is a native of Scituate, Rhode Island, and graduated from the College of Charleston with a Bachelor of Arts degree in US History. He enlisted in 1967, and was commissioned a Lieutenant of Marines in December, 1974, enjoying numerous assignments within the infantry and reconnaissance communities, until his retirement in 1992. He has served as Director, MCRD Command Museum, San Diego, and worked as a military analyst and curriculum developer at MCCL, MSTP, CAOCL, and C2TECOE. Maj. Norton has authored numerous books on Marine Corps history and holds a Master's Degree in Naval Science.



Wallisa Moore is the new editor for EPME and is originally from the Washington, DC area. She has held public affairs positions in different locations to include the Special Operations Command at Fort Bragg, NC, the 440th Airlift Wing at Pope Air Force Base, NC, the Baltimore Recruiting Battalion at Fort Meade, and the 279th Base Support Battalion in Bamberg, Germany. A graduate of Drury University in Missouri, she is a former radio broadcaster who enjoys public speaking and hosting events.

Enlisted Professional Military Education (EPME)

Marine Corps Leadership Development Program

The Marine Corps Enlisted Leadership Development Program is offering a series of continuing education opportunities in Spring 2016. Listed below is Part II of the 2015—16 AY offerings:

19 Feb -20 Feb - Battlefield Study #3 Antietam Start Book #4 – All Quiet on the Western Front	MCU SNCOIC/FACAD(s)
03 Mar – 1130 to 1300 - Communication Skills Class #5 Introduction to Public Speaking (Part 1)	Rachelle Kamrath
17 Mar – 1130 to 1300 - Decision Case Study #2 Mai Lai Massacre	Sal Viscuso/SNCOIC
31 Mar – 1130 to 1300 - Communication Skills Class #6 Public Speaking (Part 2)	Rachelle Kamrath
14 Apr – 1130 to 1300 - General Military Subjects #3 MCP	SNCOA Instructor
28 Apr – 1130 to 1300 - Communication Skills Class #7 The Art of Debate	Rachelle Kamrath
12 May – 0600 to 1300 - OSMEAC #1 OCS Small Unit Leader Evaluation (SULE) Course	MCU SNCOIC/FACAD(s)
26 May – Book #4 Discussion Start Book #5 Marine! The Life of Chesty Puller	Guest Speaker/FACAD(s)
13 - 23 Jun - Battlefield Study #4 Belleau Wood	MCU SNCOIC/FACAD(s)
7 Jul – Point Paper Preparation #1 Prepare point paper for submission to periodical	TBD
21 Jul – Point Paper Preparation #2 Prepare point paper for submission to periodical	Rachelle Kamrath

The facilitator is GySgt Forest Allen (forrest.allen@usmcu.edu) and the coordinating instructions for the program have been sent via the SNCOs. While this is being hosted by the HQ, all Marines are invited to attend and participate.

Case Method Corner

What is the Takeaway?

“History doesn't repeat itself. At best it sometimes rhymes.”

Mark Twain

Among many other things, a decision-forcing case fosters a bias for action, promotes creativity, and creates a context that makes it easier to remember hard facts. One thing that a decision-forcing case does not do, however, is provide students with a *takeaway*: a simple answer that can be applied to a variety of situations. In other words, a decision-forcing case may lead to insights, realizations, and even epiphanies, but it does not teach a portable lesson.

The absence of such takeaways is a product of the nature of decision-forcing cases. At the heart of every decision-forcing case is a wicked problem, a unique combination of circumstances that calls for solutions that are necessarily as unique as the problems they are designed to solve.

This is not to say that a solution custom-tailored for one wicked problem cannot be of value to a person dealing with another, unavoidably different, wicked problem. Indeed, one of the many benefits of teaching by the case method is the creation, in the mind of the student, a large number of what might be called *solution starters*. These are mental models that help the student to begin the process of devising a custom-tailored response to a new problem.

A *solution starter* need not be the solution that a student chose to apply to a particular problem. It could just as easily be a solution chosen by a classmate or a solution that he considered, but decided not to use. Thus, a single case can provide a student with two, three, or four *solution starters*, thereby adding to his stock of useful mental models. For those who are preparing themselves to thrive in a world full of wicked problems, these are of much greater value than the purported panaceas provided by more didactic forms of instruction.

Submitted by: Bruce Ivar Gudmundsson, D.Phil.

A long-time advocate of the case method, Bruce Ivar Gudmundsson is the Director of the Case Method Project of the Marine Corps University. He invites those interested in the development and teaching of decision-forcing cases to visit the website of the Case Method Project, follow his blog, and to write to him directly at decision.forcing.case@gmail.com.

*Bruce I. Gudmundsson is an historian who studies military innovation (the way that military organizations deal with radical change in their operational environments) and is particularly interested in methods of military education, doctrine, and organizational culture. He has written five books on this subject, and is the co-author of the fourth. In addition to this, he has published a large number of short books, doctrinal manuals, case studies, concept papers, magazine articles, translations, tactical decision games, and instructional cases. Contact information: trossknecht@yahoo.com. Follow Dr. Gudmundsson's *The Case Method in Professional Military Education* blog at <http://casemethodusmc.blogspot.com/>*

From the Case Method Division Case Method Corner, Con't.

This past November, Mr. Damien O'Connell, the Senior Fellow for the Case Method Project, spent 6 six days



working with Marines in Camp Pendleton. This included observing instructors of the Infantry Small Unit Leaders Course (ISULC) teach decision-forcing cases (DFCs), providing feedback on those cases, and teaching a case of his own design to the students. When not working with ISULC, Mr. O'Connell also taught DFCs to Bulk Fuel Company, 7th Engineer Support Battalion; the SNCOs and officers of Alpha Company, 3rd AAV Battalion; and the students of Corporals Course, Echo Company, 2nd Battalion, 4th Marines. Finally, in coordination with Mr. Tom Vilicich, president of the San Pasqual Battlefield Volunteer Association, Mr. O'Connell arranged and helped lead a private

tour of the San Pasqual Battlefield and visitor center for the SNCOs and officers of Alpha Company, 3rd AAV Battalion."

Submitted by Mr. Damien O'Connell, the Senior Fellow for the Case Method Project

Two Board of Visitors Members Transition Off Board

Two Marine Corps University Board of Visitors recently transitioned off the Board during the Fall 2015 MCU Board of Visitors meeting in Quantico. Both members received a Commendation for Superior Public Service Award. Mr. Garland demonstrated superior knowledge of the tenets of higher education and superb leadership skills to advise Marine Corps University in its efforts to enhance the rigor of its professional military education programs. MajGen Fields (Ret.) played a critical role in the University's successful efforts to maintain regional accreditation for its master's degrees through the Southern Association of Colleges and Schools.

Both Mr. Garland and MajGen Fields (Ret.) served on the MCU Board of Visitors from 2 February 2008 to 16 October 2015.



Pictured left to right: BOV Member Mr. John Garland, MCU President BGen Helen Pratt, and BOV Member MajGen Arnold Fields (Ret.)

MCU Speakers Bureau Highlights

The MCU Speakers Bureau is off to a great start this Academic Year. Highlights of Fall 2015 are listed below.



- * **Dr. Ed Erickson** was interviewed by Al Jazeera about the G-20 summit in Turkey (15-16 Nov) and President Erdogan's positions on Syria and the refugee crisis. Dr. Erickson was also scheduled to speak at American University on 15 November.



- * **Dr. Susan Johnston** began a three-part series of workshops entitled, "Career Transitions for Growth". The first workshop began on 28 October. The rest of the workshops took place on 5 Nov, and 12 Nov. Dr. Johnston presented a holistic model that addressed the process from goal-setting and exploring the career landscape to networking and the use of social media and then resume writing and interviewing. 1st Workshop: Self-assessment and goal-setting ; 2nd Workshop: Career exploration and networking ; 3rd Workshop: Seeking and Finding- the Job Search This event was tailored for military faculty who are near transition.



- * **Dr. Christopher Yung**, MCU's Bren Chair of Non-Western Strategic Thought, was cited in the New York Times: China Retools Its Military with a First Overseas Outpost in Djibouti.



- * **Col Gary Brown (USAF, ret)** recently served as a Panelist at two forums in Washington, D.C. Mr. Brown was part of a panel discussion at the Center for Strategic and International Studies in a form entitled, "New Challenges to the Laws of War: A Discussion with Ambassador Valentin Zellweger". <http://csis.org/.../new-challenges-laws-war-discussion-ambass...> Mr. Brown also presented as a Panelist at the 8th Annual Space, Cyber, and Telecommunications Washington DC Conference Presented by Nebraska Law. Mr. Brown frequently speaks on cyber operations law and policy, and has authored several articles related to cyber warfare, including "Easier Said Than Done: Legal Reviews of Cyber Weapons," Journal of Nat'l Security Law & Policy (2014) (coauthor), "Why Iran Didn't Admit Stuxnet Was an Attack," Joint Forces Quarterly (2011) and "On the Spectrum of Cyberspace Operations," Small Wars Journal (2012) (coauthor).



- * **Col. Keil Gentry & Charles Neimeyer** appeared on Federal News Radio on 5 Aug discussing: "Lessons you can learn from the Marine Corps".



- * **Dr. James Anderson**, along with **Dr. Frank Marlo**, spoke on the Future of U.S. Strategy Towards China at the Institute of World Politics on 19 Oct.

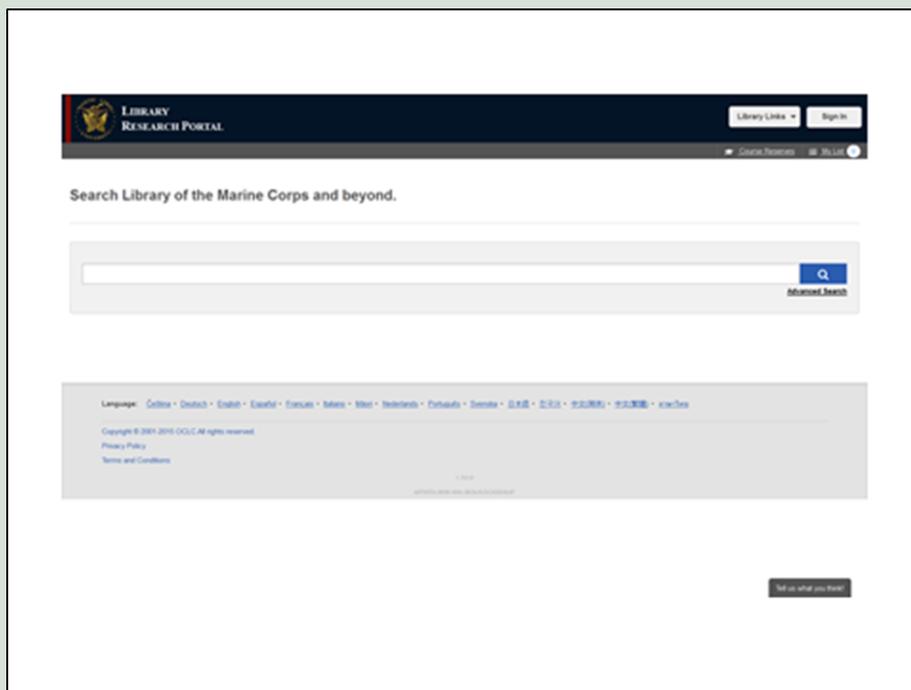
To request a speaker, please visit the Marine Corps University website under "Outreach" <https://www.mcu.usmc.mil/SitePages/Home.aspx> or contact Dr. Kim Florich (kimberly.florich@usmcu.edu)

Library of the Marine Corps

The Library's new online catalog went live on December 21, 2015! The new catalog offers a single search interface called "Discovery" allows users to find books, ebooks, journal articles, other print and digital resources (and in the future, special digital collections) at the MCU Research Library and Quantico Base Library, as well as the collections of other libraries throughout the world. Discovery search results will feature the MCU Library's holdings first, and relevant materials held by other libraries worldwide will display further down the results list.

While many of the new features happen behind the scenes, students and faculty can expect subtle changes that will enhance the overall research process. As with our old catalog, patrons will be able to manage their account online and renew materials. User will also be able to easily create citations for an item, email a record to a colleague, or save it to a personal list. Discovery also features numerous options to filter and sort results that make finding the right resources much more efficient.

We invite you to preview Discovery before it goes live. Go to <https://libraryofthemarinecorps.on.worldcat.org/discovery> and discover something today!



Library Research Portal Illustration

College of Distance Education and Training

CDET has eight Regional Campuses set up throughout the world to assist Marines with their distance education and training. Here's some information about three of CDET's regions, and the great opportunities they bring to their learners.

Pensacola Regional Campus

The College of Continuing Education (CCE), CDET's predecessor, originally manned two sites for the fledgling Distance Education Program. Marine Corps Base Camp Lejeune and Marine Corps Air Station Cherry Point were brought online in 1997, both in North Carolina, within 45 minutes of each other – and not too far from Quantico. But the new 'Distance' Officer Professional Military Education (PME) Program rapidly gained credibility and support throughout the Marine Corps, creating a demand to provide PME support to virtually every 'place and clime' where Marines served.

By the summer of 2000, CCE had established a total of 7 sites across the globe and, because of the proximity to Camp Lejeune, had moved the Cherry Point site to NAS Pensacola to better cover Florida and the South East Region. Additionally, a separate Reserve Coordinator worked out of CCE Headquarters at Quantico.

Starting with two sites (Pensacola and Tampa FL) in 2000, the Pensacola Region grew rapidly for the next five years eventually expanding to 12 sites in 11 States, covering the geographic expanse from Dallas to Miami and Detroit to Pensacola. In 2006 Texas was ceded to the newly created Ft Worth Region. In 2011 (AY12) the Regional Map was once again redrawn and the Pensacola Region assumed oversight of South Carolina inheriting our first Marine Base/Station Commands, MCRD Parris Island and Marine Corps Air Station Beaufort. At that time Louisiana was also reassigned to the Fort Worth Region.

Today the Pensacola Region still strongly supports the onsite seminar method of delivery for our curriculum with a robust onsite seminar program. However we also strive to provide the best online seminars possible for the major portion of our region, and OCONUS, which has limited access to onsite classes.

Over the past 15 years the Pensacola Region has expanded and constricted like most other Marine organizations, but we have succeeded in supporting the PME needs of our Marines to the best of our abilities, and will continue to do so. And now with the Career Course Seminar Program in full swing, the Pensacola Region could once again be looking at another era of rapid expansion.

Submitted by CDET Pensacola Staff

Fort Worth Regional Campus

The Fort Worth regional campus was established in June of 2006. Very expansive geographically and demographically, the region spans the entire Midwest. The student population is made up of TECOM Inter-Service Training Detachment instructor personnel, University Marine Officer Instructors (MOI's), COMMARFORRES Inspectors & Instructors (I&I's), reservists, staffs of the Unified Combatant Commands (Functional), and elements of the Marine Corps Recruiting Command (MCRC). The demographics of this region clearly dictate a vast dispersion of their learners.

College of Distance Education and Training, con't

Fort Worth, Con't.

There is no USMC base or station in this eighteen (18) state region. The functional commands are General Officers/flag level joint staffs with limited Marine support. COMMARFORRES, the USMC regiments, air groups, and recruiting districts within the region have their Marines spread over several states, with the exception of MAG-41. There is no clear center of gravity with respect to population. Many of the learners travel and/or deploy frequently; their deployments vary from a few weeks (several times a year) to several months in one of the USMC's forward area of responsibility. Because of these demographics this region is primarily an online region. Every year, the region holds on-site seminars at Fort Worth, New Orleans, and Corpus Christi. The Fort Worth regional director also manages on-site seminars in Chicago, Kansas City, Fort Sill, Dallas and Austin. Everything is year-to-year based on learners' needs. With the advent of the Career Course Seminar, the region hopes to have additional on-site locations. To quote CDET's director, "Fort Worth provides a service to the Marines of middle America who had no previous PME home." The Fort Worth team branched out into two new directions during academic year (AY) 2015 into AY2016. They started attending the MCIRSA IRR Mega-Musters within the region to brief about MarineNet and local PME opportunities. In addition, they assisted in two pilots of the online Career Course Seminar and are holding their first weekly Career Course Seminar.

Submitted by CDET Fort Worth Staff

Quantico Regional Campus

The Quantico regional campus spans thirteen States on the eastern seaboard from Virginia (excluding the Norfolk-Virginia Beach tidewater area) to Maine. The student population is made up primarily of regular and reserve officers and Staff Sergeants in the National Capital Region (NCR) and of TECOM Inter-Service Training Detachment instructor personnel, University Marine Officer Instructors (MOI's), COMMARFORRES Inspectors & Instructors (I&I's), and elements of the Marine Corps Recruiting Command (MCRC) throughout the region. Also included are numerous international officers, sister service officers, and inter-agency civilians. The preponderance of the learners in this region is in the NCR to include Quantico, VA and Fort Meade, MD. The density of USMC and Joint Service Bases in the NCR offer many locations to host seminars if there are sufficient numbers of learners to warrant them. The majority of Quantico's seminars are on-site, though they also run numerous online seminars for learners in locations that are isolated from other Marines. Additionally, Quantico regularly runs weekend seminars from Quantico, VA; Long Island, NY; and Fort Devens, MA. In AY 2016, Quantico is running weeknight seminars in Quantico (Mainside and Camp Barrett), Joint Base Myer-Henderson Hall, Fort Meade, Annapolis, and Patuxent River. The staff at Quantico is able to support on-site seminars anywhere in the region as long as there are at least eight dedicated learners, a qualified instructor and a suitable place to meet. Learners interested in starting a new on-site seminar should contact the regional director.

During AY 2016, Quantico commenced the Career Course Seminar for command-designated Staff Sergeants. Career Course Seminar is planned for Quantico, Joint Base Myer-Henderson Hall, and Fort Meade.

Submitted by CDET Quantico Staff

MCU Celebrates the Holidays



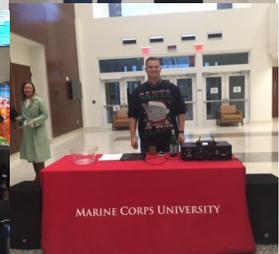
Marine Corps University recently enjoyed holiday celebrations at the annual MCU Holiday Party which was held in Warner Hall. Prior to the Holiday Party, a Door Decorating Contest was held with Dr. Susan Johnston, Col Kyle Gentry, and Col Steve Grass serving as judges. Congratulations to CDET CSC Office for winning Grand Prize!



A "Unique Sweater" Contest was enjoyed by all at the Holiday Party with Ms. Monica Spencer announced as the overall winner. Congratulations to Ms. Spencer!



Shout out to Mr. Jonathan Leach, Mr. Leon Anderson and the entire MCU Café staff for the spectacular food display (which included a 'donut dipping station') Also, Dr. Kim Florich would like to express a big 'thank you' to Col Scott Erdelatz, Ms. Angela Miller, Capt Joe Malizia, Dr. Linda Di Desidero, Chaplain David Todd, and Capt Marshall Tucker for helping to make the party such a big success! Over 200 were in attendance and a good time was had by all.



MCU Faculty Development

MCU 2016 Faculty Development: Below is a list of the 2015—16 Faculty Development events. Staff development events are included in the schedule of events this year as well. Everyone is invited to attend.

WINTER & SPRING 2016

27 Jan	“Case Method” Dr. Bruce Gudmundsson, Senior Fellow	Room 215	1430 – 1530
28 Jan	“IET Matters” IT/ET Staff	Room 215	1430 - 1530
3 Feb	“Excel and Beyond”: Microsoft Certified Instructor Ms. Gail Watson, Microsoft Certified Instructor	Room 249	1100 - 1200
24 Feb	“CAOCL Support”: CAOCL Panel Discussion CAOCL Faculty	Room 235	1430 - 1530
09 Mar	“Developing Curricula for Creative Problem Solving” Capt Nicole Yarbrough, VPAA	Room 235	1430 – 1530
08 & 10 Mar	“Microsoft Word Beginner and Intermediate Ms. Flora Stone, ET	Room 249	1130 — 1230
23 Mar	“Curricula Design, Feedback, and Assessment” Dr. Linda Di Desidero, LCSC & Dr. Vanessa Nason, EPME	Room 235	1430 – 1530
30 Mar	“The Communication of Respect Across Cultures” Dr. Lauren Mackenzie, CAOCL	Room 235	1430 - 1530
13 Apr	“Effective Use of Visual Aids in the Classroom” Dr. Cynthia Lewis	Room 235	1430 – 1530

For more information about MCU Faculty Development Events, please contact Dr. Kim Florich

kimberly.florich@usmcu.edu OR (703) -432-4682

Several changes have been underway at MCU during the Fall 2015 semester. One of the changes made to MCU's organizational structure is that Student Services transitioned from VPSABO to VPAA effective 1 January 2016. The Student Services Offices are now located in Suite 1182 of Warner Hall. Also, IET has moved to the new Warner Center with offices located on the first floor.

Watch for more updates as they become available!

MARINE CORPS UNIVERSITY

Preparing Tomorrow's Leaders

Regional Accreditation

Marine Corps University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; (404) 679-4501) to award Master Degrees. The following degrees are awarded:

- Marine Corps War College - Master of Strategic Studies
- School of Advanced War fighting - Master of Operational Studies
- Marine Corps Command and Staff College - Master of Military Studies

* REMINDER*

**Submissions for Summer 2016
Newsletter due COB
5 Aug 2016
Next Issue: 2016 Summer**

kimberly.florich@usmcu.edu



Curricula Accreditation

The curricula for Marine Corps University's Marine Corps Command and Staff College (MCCSC), College of Distance Education & Training (CDET) Command & Staff College Distance Education Program (CSCDEP) and Marine Corps War College (MCWAR) have been accredited by the Chairman of the Joint Chiefs of Staff (CJCS) via the Process for the Accreditation of Joint Education (PAJE) as meeting the JPME Phase I (MCCSC) and JPME II requirements (MCWAR).