DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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MARINE CORPS ORDER 3902.1C

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS STUDIES SYSTEM (MCSS)

Ref: (a) SECNAVINST 5223.1C

Encl: (1) The Marine Corps Studies System (MCSS)
(2) Study Nominations
(3) Marine Corps Studies Board (MCSB)
(4) Center for Naval Analyses (CNA)
(5) Format for Study Completion Letter (SCL)
(6) Quality Control

1. Situation. This Order establishes authority, assigns responsibilities and identifies relationships within the Marine Corps and outlines the process for the submission of studies and analyses performed through the MCSS. Enclosures (1) through (6) provide detailed guidance and procedures for implementing studies and analyses as well as descriptions of the responsibilities for all elements involved with study initiation, execution, and completion.

2. Cancellation. MCO 3902.1B.

3. Mission. The MCSS provides studies and analyses to ensure the Marine Corps has a greater understanding of issues and alternatives concerning organizations, tactics, doctrine, policies, force plans, strategies, procedures, intelligence, weapon selection, systems programs and resource allocations. The MCSS is a process by which the Marine Corps nominates, approves, starts, manages and distributes the resultant products throughout the Marine Corps. The MCSS also provides analytical support for decision makers related to the resolution of issues and problems identified by the Operating Forces. The MCSS provides analysis that shapes the future direction of the Marine

Corps and provides an independent and objective analytical basis for decision-making. The MCSS provides for a variety of studies and analyses that are approved on an annual basis and promulgated in the annual Marine Corps Studies Master Plan (MCSMP) through Marine Corps Bulletin 3902.

4. Execution. This Order provides the specific guidance necessary to maintain and manage the MCSS. The DoD establishes management policy for acquiring and managing contractual services for the Armed Forces. The DON implements policy, assigns responsibilities, and prescribes procedures for planning, acquiring, managing, evaluating, and reporting consulting services.

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. The CMC and ACMC provide guidance and direction to the MCSS through the CG MCCDC, who is responsible for the management of the MCSS.

(2) Concept of Operations. The MCSS provides decision makers and the Marine Corps senior leadership with a means to solicit, manage and benefit from independent and objective analysis in responding to complex challenges facing the Corps. The MCSS includes the combination of organizations, programs, and activities that produce studies and analyses required by the Marine Corps.

b. Subordinate Element Missions. The following section describes the tasks, responsibilities, and authority of the various staffs and organizations associated with the MCSS.

(1) CG MCCDC

(a) Annually convene the Marine Corps Studies Board (MCSB), which is a flag level executive panel established to assist CG MCCDC in coordinating and prioritizing studies and analyses per enclosure (3).

(b) Maintain a repository of all formal studies and analyses conducted throughout the Marine Corps.

(c) Annually publish MCBul 3902. The bulletin shall include:

1 All studies approved for execution in the current FY, in priority order.

2 Any other information and/or appropriate guidance relevant to the current FY's study program.

(d) Provide guidance and support for the implementation and execution of this Order.

(e) Conduct and maintain a continuous program of Mission Area Analyses.

(f) Function as the Marine Corps' Center for Naval Analyses (CNA) Product Area Manager; provide a POC for USMC/CNA matters; and provide oversight of all USMC funded efforts conducted by CNA for the Marine Corps.

(2) Commander, MARCORSYSCOM. The CMC has delegated responsibility for funding of the MCSS to MARCORSYSCOM, who will provide funding to the MCSS through the DON with research, development, test and evaluation funds in two funding categories:

(a) Sub-project C0030 funding to support the MCSS for all non-CNA studies.

(b) Sub-project C0031 funding to support all CNA activities performed for the Marine Corps.

(3) All Marine Corps Organizations. Provide MCSS (CG MCCDC C453) notification of formal study or analysis conducted with centrally managed funding (Sub-projects C0030 and C0031). Identify and submit proposed study requirements per enclosure (2).

(4) Those activities with CNA Scientific Analysts or Field Representatives shall:

(a) Submit semi-annual performance reports for individuals assigned.

(b) Submit annual billet requirement revalidation to CG MCCDC (C 45).

c. Coordinating Instructions. The MCSS accomplishes its mission through support and actions involving the following organizations:

(1) Contract Performers. The MCSS maintains indefinite delivery and indefinite quantity contracts to support general

areas such as Analysis and Simulation, CSS, and C4I.

(2) Universities and Labs. The Marine Corps, when appropriate, will contract with universities and commercial and government labs to support specific portions of the MCSS.

(3) CNA. CNA is a federally funded research and development center whose purpose is to allow the government to tap the strength of the private sector scientific community. CNA provides a capability based on its unique ability to match technical analytical capability with current operational expertise to address Marine Corps issues per the reference.

(4) Internal Studies. The MCSS also performs studies in-house through Marine Corps active duty analysts and government civilian analysts.

(5) Government Organizations. Laboratories, other agencies, and other service organizations (i.e., U.S. Army Training and Doctrine Analysis Center, or Center for Army Analysis) are also used to support the MCSS.

d. Joint Studies

(1) The Marine Corps and other DoD components/agencies are encouraged to maximize benefits from available resources and provide the broadest possible benefits to the full range of users in the DoD. Procedures outlined in this Order may be modified to adapt to the requirements of the other military services participating in joint studies and analyses. CG MCCDC will determine, on a case-by-case basis, which portions of this Order are applicable.

(2) In all cases in which the Marine Corps participates in a joint study sponsored by another government agency, CG MCCDC designated representative shall serve as a member of the Study Advisory Committee or equivalent body. Requests for such assistance will be referred to the CG MCCDC (C 45) for coordination. The assigned individual will be responsible for coordinating any Marine Corps position.

(3) The Marine Corps will, on occasion, be requested to provide support and information to a study being conducted outside the Marine Corps or to review studies completed by other military service or agencies. In the case of JCS studies and papers, the CMC is responsible for staff action.

5. Administration and Logistics

a. Study Categories. The studies and analyses conducted within the Marine Corps are classified as either Category I or Category II.

(1) Category I. Category I studies and analyses are those that are conducted through the MCSS and consist of two types.

(a) Formal Studies. Formal studies are those that are included in the MCSMP at the conclusion of the annual MCSB.

(b) Emerging Studies. Emerging studies are those that were neither anticipated nor nominated at the most recent MCSB and have emerged due to recent changes or world events. If funding is required, such a study would require CG MCCDC approval. If funding is available through the sponsor, the study may be approved by the Director, Studies and Analysis Division, with information to CG MCCDC.

(2) Category II. Category II studies and analyses are those studies and analyses conducted outside of the MCSS by Marine Corps commands or organizations. The MCSS will gather and maintain all completed studies conducted by the Marine Corps. Prior to conducting a study, commands will coordinate the study's purpose and intent with MCSS. Coordination may take place via formal or informal correspondence. MCSS will provide the study sponsor with any directly or indirectly related study information. Accordingly, each command and organization within the Marine Corps that completes formal, analytical studies shall provide the MCSS (CG MCCDC C 453) with an electronic copy of the completed study. This requirement will be annually restated in MCBul 3902.

b. Database. CG MCCDC (C 453) shall maintain a database with information on Marine Corps studies. This will ensure analysis projects are not repeated from command to command and that subsequent analysis is in concert with previously accomplished work.

6. Command and Signal

a. Signal. The CMC has delegated responsibility for the overall management, supervision, and administration of studies

and analyses to the CG MCCDC. This Order is effective on the date signed.

b. Command. This Order is applicable to the Marine Corps Reserve.

W. L. NYLAND
Assistant Commandant
of the Marine Corps

DISTRIBUTION: PCN

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THE MARINE CORPS STUDIES SYSTEM (MCSS)

1. MCSS Objectives

a. MCSS provides studies and analyses to ensure the Marine Corps has a greater understanding of issues and alternatives concerning organizations, tactics, doctrine, policies, force plans, strategies, procedures, intelligence, weapon selection, logistics, systems, and programs and resource allocations. The MCSS funds a variety of studies and analyses approved for execution in the annual Marine Corps Studies Master Plan (MCSMP). The MCSS is a process by which the Marine Corps nominates, approves, starts, manages and distributes the resultant products throughout the Marine Corps. The MCSS provides analysis that shapes the future direction of the Marine Corps and provides an independent and objective analytical basis for decision-making.

b. The MCSS provides analytical support for decision makers related to the resolution of issues and problems identified by the Operating Forces.

c. The Marine Corps conducts studies and analyses that provide organized analytical assessments or evaluations in support of policy development, decision-making, management, or administration. Examples include:

(1) Cost, benefit or effectiveness analyses of concepts, plans, tactics, forces, systems, policies, personnel management methods, and programs;

(2) Studies specifying the application of information technology and other information resources to support missions and objectives;

(3) Technology assessments and management and operations research studies in support of R&D objectives;

(4) Evaluations of foreign forces and equipment capabilities, foreign threats, net assessments and geopolitical subjects;

(5) Analyses of material, manpower, and logistics systems;

(6) Analyses of training issues and systems; and

(7) Mission Area Analyses.

d. Provide quantitative and qualitative information to decision makers.

e. Conduct studies and analyses to facilitate mid-range and long-range planning requirements in support of the Marine Corps Expeditionary Force Development System.

f. Enhance the quality and usefulness of studies and analyses conducted by or for the Marine Corps.

g. Provide a structure that will:

(1) Facilitate allocation of study resources to critical issues.

(2) Eliminate unnecessary or redundant studies by establishing a focal point to coordinate all study efforts.

(3) Ensure all agencies have an opportunity to participate in a study.

(4) Document the purpose, objectives, and decisions relating to each study.

(5) Submit reports to appropriate technical databases.

2. MCSMP. The MCSMP is published annually as a MCBul in the 3902 series and serves as the basis for planning resource requirements and scheduling priorities for all MCSS studies. The MCSMP is a document that provides a plan for the execution of studies and analyses projects. The MCSMP informs the Marine Corps of projected studies and solicits input for above study topics.

3. Category I Studies and Analyses. Studies conducted under the auspices of the MCSS are considered Category I studies. There are two types of Category I studies: Formal studies, which are published in the MCSMP; and Emerging studies which were not anticipated or approved for inclusion in the MCSMP.

a. Formal studies are planned, comprehensive examinations approved for execution by the Marine Corps Studies Board (MCSB).

Requests for formal studies are submitted using the format contained in enclosure (2).

b. Emerging studies and analyses are those studies identified after the conclusion of the MCSB and prior to the next board. Emerging studies are submitted using the format contained in enclosure (2).

(1) Emerging studies requiring MCSS funding require approval by CG MCCDC.

(2) Emerging studies not requiring MCSS funding may be approved by Director, Studies & Analysis Division.

4. Category II Studies. Marine Corps organizations and commands conduct studies and analysis projects either with contractor support or with organic Naval Postgraduate School trained Marines and Subject Matter Experts.

a. The MCSS is charged with maintaining a database of analysis projects. This helps to ensure projects are not repeated from command to command and follow-on analysis is conducted in conjunction with past work.

b. When analysis projects are conducted outside the auspices of the MCSS, CG MCCDC (C 453), the project's purpose and intent must be coordinated via formal or informal correspondence. MCCS, CG MCCDC (C 453) will be provided an electronic copy of all study and analysis results.

5. Study Performers. The MCSS receives support from the following:

a. Internal Working Groups. Marine Corps Internal Working Groups are task organized, from within the Marine Corps, for the purpose of conducting specific studies and analyses.

b. Contract performers. The MCSS maintains indefinite quantity contracts to support general areas as Analysis and Simulation; CSS; and C4I. The Marine Corps, when necessary, may obtain services from other civilian contractors.

c. Universities and Labs. The Marine Corps, when appropriate, will contract with universities and labs to support specific portions of the MCSS.

d. Center for Naval Analyses (CNA). The CNA is a federally funded research and development center whose purpose is to allow the government to tap the strength of the private sector scientific community. CNA provides a capability based on its unique ability to match technical analytical capability with current operational expertise to address Marine Corps requirements for analysis.

e. Internal Studies. The MCSS also conducts studies throughout the year using internal analyst support.

f. Government Organizations. Laboratories, other agencies, and other service organizations (i.e., U.S. Army Training and Doctrine Analysis Center, or Center for Army Analysis) are also used to support the MCSS.

6. Responsibilities

a. MCSB. The MCSB is an executive level panel established to assist CG MCCDC in evaluating the MCSS and in monitoring, coordinat-ing, and prioritizing studies and analyses. The MCSB meets annually to prioritize studies for the following FY. Composition and additional details on the MCSB is contained in enclosure (4).

b. Studies and Analysis (S&A) Division, MCCDC. S&A is the overall coordinator for the MCSS. S&A shall act as the single point of contact within the USMC for Marine Corps studies and analysis. S&A Division shall accomplish the following:

(1) Provide guidance and support in the implementation of this Order.

(2) Designate a Technical Study Project Officer (TSPO) to each study.

(3) Provide for a Marine Corps Studies Management Branch which shall:

(a) Prepare for the annual MCSB.

(b) Draft and issue the annual MCSMP.

(c) Provide staff guidance and coordination in the planning and execution of the MCSMP and the individual studies that comprise it.

(d) Program and budget for support of those efforts in the Research, Development, Test, and Evaluation and Marine Corps Operations and Maintenance, appropriations as appropriate.

(e) Assist in all matters of the study process.

(f) Provide oversight and management of contractual, financial and management matters for the MCSS.

c. Study Sponsor. Studies may be sponsored by any organization but nominations must come through HQMC Deputy Commandants, the Operating Forces, or the Supporting Establishment. Each study must have flag level interest and be sponsored by a general officer. Studies may be co-sponsored if the subject matter is appropriate. The study sponsor's responsibilities include:

(1) Submit the study nomination as outlined in enclosure (2).

(2) Develop and approve the Statement of Work (SOW) or Study Plan.

(3) Monitor study and analysis efforts.

(4) Review study results and reports.

(5) During the conduct of the study identify problems, uncertainties, and pertinent issues.

(6) Upon completion of the final report, prepare and submit to CG MCCDC (C 453) a Study Completion Letter (SCL) and a Quality Control sheet. (See enclosures (5) and (6).)

(7) Appoint a Study Project Officer (SPO) to serve as the Sponsor's action officer for the duration of the study. In the event the SPO cannot continue to carry out these duties, the sponsor shall appoint another SPO, or the study may be terminated.

d. SPO. The SPO is the sponsor's action officer responsible for supervising and monitoring all aspects of study performance. The SPO shall:

(1) Ensure the study sponsor is kept advised of the status and progress of the study.

(2) With assistance of S&A Division personnel, write the SOW. This document is critical to the success of all study efforts.

(3) Submit the SOW to the sponsor and CG MCCDC (C 45) for approval.

(4) Schedule Study Advisory Committee (SAC) meetings, through the Study Coordinator (SC) or Contracting Officer Representative (COR), for the review of the SOW, interim reports and draft final reports.

(5) Make available to the study performer any required Government Furnished Information or Government Furnished Equipment, or assist with provisions of the Marine Corps Subject Matter Expertise.

(6) Provide written comments on deliverables.

(7) Ensure a Study Completion Letter (SCL) (enclosure (5)) is prepared and submitted to CG MCCDC within 30 days after delivery of the final study report.

e. TSPO. The TSPO is one of two CG MCCDC representatives on all studies conducted for the MCSS. The TSPO is an independent analyst assigned to the study. The TSPO shall:

(1) Assist the SPO in the preparation of the SOW.

(2) Work directly with the study performer to ensure that the study is progressing as approved.

(3) Assist the study performer in the conduct of the study.

(4) Ensure that the SPO is kept apprised of the progress of the study and on any issues, problems, or uncertainties that have arisen during the conduct of the study.

(5) Ensure that the COR or SC and the Head, Analysis Branch are kept apprised of the analytical progress of the study.

f. COR/SC

(1) The COR/SC is the second CG MCCDC representative assigned to the study. This individual performs administrative

and contract-related work for the study. The COR/SC shall have completed COR/SC training and possess a valid COR/SC training certificate.

(2) The COR/SC is responsible for ensuring the SPO, TSPO, and study performer complete the study within the scope and objectives of the government SOW and the performer's contractually, binding proposal. The COR/SC shall:

(a) Assist in the preparation of the SOW.

(b) Maintain contract files and monitor all actions and records related to the study and the study performer.

(c) Coordinate SAC meetings.

(d) Serve as the primary administrative POC for the performing agency, resolving routine issues and forwarding guidance to the performing agency via the appropriate contracting officer.

(e) Ensure that the study is conducted per the provisions of this Order, the SOW, the contractor's technical proposal, and the performer's contract.

(f) Ensure all guidance to the study performer is fully documented and copies are retained in the contract file.

g. SAC. The SAC provides assistance and advice to the study sponsor and meets to review study reports, evaluate study progress, and ensure the study remains focused on specified study objectives. Each SAC is specifically tailored for each particular study and may include representatives from MCCDC, MARCORMATCOM, HQMC, MCOTEA, Marine Corps Intelligence Activity, Marine Forces, and other organizations having an interest. Any organization, at their discretion, may elect not to participate as a member of the SAC. SAC members shall:

(1) Be available for the duration of the study. In the event a designated SAC member is transferred or must be removed from the SAC for other reasons, that SAC member's command should notify the COR and designate a replacement.

(2) Review, recommend approval, or recommend revisions to the SOW.

(3) Assist the SPO and TSPO in the conduct of the study as it may pertain to their organizations' area of responsibility.

(4) Keep their parent organizations informed of study progress.

7. Study Cycle. The Marine Corps study cycle is composed of five phases. These phases and the actions which must be completed are outlined below:

a. Phase 1 - Study Nomination. The sponsor identifies a requirement for an appropriate study or analysis and submits a study nomination. Procedures for a study nomination are at enclosure (3). Examples of types of appropriate study topics include:

(1) Cost, benefit or effectiveness analyses of systems, policies, personnel management methods, and programs;

(2) Investigating the application of information technology and other information resources to support missions and objectives;

(3) Technology and new sciences assessments and management in support of R&D objectives;

(4) Analyses of logistics systems;

(5) Environmental impact analysis;

(6) Analytical support to operations and exercises;

(7) Evaluation of foreign forces and equipment capabilities, foreign threats, net assessments, and geopolitical subjects.

b. Phase 2 - Review and Approval. The MCSB reviews the study nominations and provides a recommended, prioritized list of studies to CG MCCDC. Criteria for prioritization will be developed on a yearly basis by S&A Division, based on CG MCCDC guidance.

c. Phase 3 - Study Preparation

(1) Sponsors are notified of the CG MCCDC decision pertaining to their study via electronic correspondence and

MCBul 3902. The sponsor then appoints a SPO who acts as liaison between the sponsor and the MCSS and who shall perform those actions required to complete the study.

(2) The SPO, with the assistance of the TSPO and COR, prepares the SOW.

(3) The SOW is reviewed by the SAC.

(4) The final SOW is approved by the sponsor.

(5) The SOW is sent to a selected study performer(s). When multiple study performers are requested to submit proposals, the SPO will participate as a member of a source selection committee to review and select the best proposal offered.

(6) The technical proposal is then reviewed by the SAC, TSPO, COR/SC, and finally approved by the SPO.

(7) The study effort begins when the SPO approves the proposal.

d. Phase 4 - Study Execution

(1) During the execution of the study, the SPO is responsible for routine coordination with the TSPO, COR, and SAC.

(2) The SAC shall meet, as needed, to review interim reports and to receive progress briefs.

(3) The SPO shall prepare consolidated written comments on each deliverable to the COR/SC, who will deliver to the performer.

e. Phase 5 - Study Completion. Final reports shall completely document the assumptions, methodology, data, any models used, and all recommendations of the study effort. A typical format for a final report is shown in figure 1-1.

Section	Content
ES	Executive Summary (5-10 pages)
I	Introduction
	A. Background
	B. Purpose
	C. Objectives and Scope
	D. Assumptions
	E. Major Factors for Consideration
	F. Methodology
II	Analysis and Results
III	Conclusions and Recommendations
Appendices	Annotated Bibliography
	Classified Data (if required)
	Other supplemental information as required

Figure 1-1.--Format for Final Report.

(1) The SCL is an important aspect of the study process. Within 30 days after receipt of the final report, the sponsor shall submit the SCL to CG MCCDC. The SCL provides information and results of the completed study to the community affected and the Marine Corps as a whole. At a minimum, the following information should be included in the SCL:

(a) The background, purpose, and objectives of the study. Describe what the sponsor intends to do based on the results, recommendations, or courses of action provided by the study. Describe what the sponsor requests or recommends other commands (or the USMC as a whole) do based on the study results.

(b) Significant results and major points or recommenda-tions produced from the study.

(c) Any actions required to implement recommendations or pertinent comments regarding the study and its overall benefit.

(d) No distribution of the study can take place without the SCL, which shall be signed by the sponsor.

(e) Once the SCL has been completed, distribution of the study will take place and a copy of the SCL shall accompany the study.

(f) Questions regarding the SCL should be directed to the SC.

(g) An SCL format is contained at enclosure (5).

(2) The COR/SC shall review the SCL, route the completed study and SCL to CG MCCDC and make distribution of the study as indicated in the SCL. MCSS personnel normally shall also submit the study to the Defense Technical Information Center and the MCU, which shall hold for reference availability.

STUDY NOMINATIONS

1. Background. The study nomination is the first step in the study process. The nomination should be submitted per the timelines outlined in the current MCBul 3902. Each study must be sponsored by a general officer; however, studies without a general officer sponsor may be submitted. Studies and Analysis Division will request sponsorship from the advocates. Emerging studies and analyses may be submitted at anytime.

2. General Rules

a. Every effort should be made to keep the nomination unclassified.

b. The study nomination should contain sufficient information to allow an understanding of the issue without reference to other materials.

c. Study POCs must be Marines or government employees, not contract employees. The POC must be available to travel to MCCDC to develop the Statement of Work (SOW) and must have sufficient time at their current assignment to assist with the completion of the study.

3. Study Nomination for Category I studies. The study nomination shall be submitted via the MCSS web site at https://mcss.quantico.usmc.mil. If submission over this site is not possible, a copy of the web format should be forwarded to CG MCCDC (C 453) via email or fax. If these methods are not feasible, the format may be locally reproduced, completed, and sent to CG MCCDC (C 453) via the most expeditious means. All study nominations must have the approval and support, at the submitting command, of a general officer, who shall be the study sponsor.

4. Format. If the MCSS web site at https://mcss.quantico.usmc.mil is unavailable, the following information should be sent via the most expeditious means available to CG MCCDC (C 453).

a. Sponsor.

b. Study POC.

c. Address.

d. Telephone numbers; commercial, DSN, and FAX.

e. Email address.

f. Study title.

g. Study objective [This is a key item; what are you trying to accomplish].

h. Study scope.

i. Desired start and completion dates.

j. Any additional information pertinent to the study.

5. Category II Studies. Category II Studies are those studies not undertaken by the MCSS. Commands conducting Category II studies will coordinate with the MCSS (CG MCCDC C453) via informal or formal correspondence prior to initiating the study.

MARINE CORPS STUDIES BOARD (MCSB)

1. The MCSB shall be convened at the request of the CG MCCDC.

2. The MCSB is chaired by the Deputy CG MCCDC or a designated representative and is composed of the following members:

Vice Commander, MARFORLANT

CG, Training & Education Command

Vice Commander, MARFORPAC

Director, Operations Division, PP&O, HQMC

Director, MP Div, M&RA, HQMC

Director, Program Division, P&R, HQMC

Director, LP, I&L, HQMC

Assistant Deputy Commandant, Aviation, HQMC

Deputy Commander, MARCORMATCOM

Assistant Deputy Commandant, C4, HQMC

Executive Director, MARCORSYSCOM

Assistant Deputy Commandant, Intelligence, HQMC

3. Prior to convening of the MCSB, study nominations are screened by Studies and Analysis Division, MCCDC, and a Senior Review Panel (SRP) made up of O-6 level representatives from all the commands that make up the MCSB. The SRP shall convene, review, and prioritize all study nominations. The SRP shall provide a prioritized list of all studies to the MCSB.

4. SRP Event Sequence

a. Opening remarks (CG MCCDC or a representative).

b. Brief and vote on study nominations.

(1) Each nomination is briefed by the SRP member who represents the sponsor.

(2) Panel members vote to reject or retain the study.

c. Vote to combine studies.

d. Vote on changing sponsorship.

e. Determine priority.

f. Closing remarks (Chairman).

5. SRP Actions

a. Provide briefing to their MCSB principles the results of the SRP.

b. Recommend to their MCSB principles whether the MCSB should be convened. If there is unanimous agreement among the MCSB members to accept the recommendations of the SRP, then the MCSB meeting will be cancelled. If there is not such an agreement, then MCSB members should submit, in writing, proposals for change(s). Minor changes from SRP actions may be adjudicated electronically, with two-thirds majority vote required for the change.

6. MCSB Event Sequence

a. Opening remarks (CG MCCDC).

b. Any proposals for changes submitted by an MCSB member will be briefed by that member and voted on. At this point, any changes to the proposed plan requires a two-third majority vote to prevail.

c. Closing remarks (Chairman).

CENTER FOR NAVAL ANALYSES (CNA)

1. Description. The CNA is a federally funded research and development center, managed under contract with the Office of Naval Research. Coordination of CNA activities on behalf of the Marine Corps is provided through CG MCCDC. CNA enjoys a special relationship with the Marine Corps, having access beyond that which is common to other contractors.

2. The Mission of CNA is to:

a. Conduct a continuing program of research, studies, and investigations to assist the DON in making management decisions concerning the application and development of naval capabilities.

b. Assist the Operating Forces of the DON with operational analyses to help improve current capabilities.

c. Provide operational data for studies and analyses.

3. CNA Provides:

a. Formal study support.

b. Quick response analytical support.

c. Field exercise analytical support.

d. Field representatives and scientific analysts to Marine Corps commands as requested by the Marine Corps.

e. Support in those areas where the Marine Corps requests studies and analyses.

4. The Marine Corps provides a MCCDC-sponsored Liaison Officer billet to CNA that requires special education in operations analysis. The Marine Corps representative functions principally as both the Marine Corps' representative and liaison officer at CNA and as a military analyst within CNA. The representative is responsible to the Director, USMC Program of CNA in the performance of assigned duties, but will remain responsive to the requirements of CG MCCDC. The duties of the Marine Corps representative are:

a. To serve as a representative of CG MCCDC to CNA.

b. To function as the military POC and accomplish appropriate liaison with CG MCCDC, HQMC, and Marine Corps field activities.

c. To keep abreast of all ongoing CNA projects, and keep CG MCCDC informed of their status.

d. To remain abreast of Marine Corps research, development, and study activities; and keep CNA informed of pertinent matters.

e. To provide or arrange for the necessary military expertise for input into CNA studies and analyses sponsored by the Marine Corps.

f. To assist, where appropriate, in the conduct of studies and analyses.

g. To accompany members of the CNA professional staff on visits to Marine Corps commands, in connection with assigned studies and analyses.

5. Scientific Analysts. The MCSS may provide for CNA scientific analyst support to MCCDC, HQMC, and other organizations, as directed by CG MCCDC. The scientific analyst serves as a two-way conduit for the flow of information concerning current issues with senior Marine Corps officials. The scientific analyst can also provide limited, independent objective, analytical support to the host organization. The scientific analysts assist the above activities in defining requirements and providing quick response analytical support. Requests for scientific analytical support shall be submitted to CG MCCDC.

6. Field Representatives. The MCSS provides CNA field representatives to commands throughout the Marine Corps. The CNA field representative provides dedicated full-time on-site analytical support to the commander to whom they are assigned. SECNAVINST 5223.1 provides additional guidance on the CNA field representative program.

7. Types of Support

a. Exercise Support. CNA can provide analysts to evaluate specific analytical problems in the course of a field exercise. Commands requiring exercise support must request this support through their Marines Forces commanders, who are allocated a fixed level of CNA exercise support each FY.

b. Above Core. CNA can provide analytical services to all USMC commands upon their request. This support is referred to as "Above Core" and must be funded by the requesting command and have no negative effect on the core program. CG MCCDC retains approval authority for all Above Core efforts.

c. CNA Self Initiated. The efforts of CNA or the Marine Corps shall be devoted primarily to projects that have the concurrence of both CNA and CG MCCDC. In most instances this responsibility would be exercised by CG MCCDC via formal tasking letters. CNA may allocate a percentage of available Marine Corps funds to self-initiated and self-directed efforts, for which no sponsor is identified. The exact percentage of this effort is determined by the current CNA contract.

d. Formal Studies. Analyses that involve concepts, doctrine, and development of requirements with significant effects on the Marine Corps.

e. Quick Response Studies. Limited duration, analytical support tailored to the sponsor's needs.

8. Study projects performed by CNA normally follow the same procedures as outlined in enclosure (1) to the basic Order. Requests for CNA assistance may be submitted at any time, but sponsors shall strive to provide these requests to the Marine Corps Studies Board wherever possible.

9. Report Distribution. CNA will normally distribute final reports to the Defense Technical Information Center, per the existing contract.

FORMAT FOR STUDY COMPLETION LETTER (SCL)

ORGANIZATIONAL LETTERHEAD

3902
(Office Code)
(DATE)

From: Sponsor Command
To: Distribution

Subj: STUDY COMPLETION LETTER (SCL) FOR THE _____ STUDY

Ref: (a) MCO 3902.1C

Encl: (1) Executive Summary for the _____ Study (one-two page summary)
(2) Full name of study

1. Study Information. At a minimum, the following should be included in the SCL.

a. Background. This study was conducted under the auspices of the Marine Corps Studies System per the SECNAVINST 5223.1C (and any other pertinent information which might be necessary to explain the background of the study).

b. Purpose. The purpose of this study was to (completely explain the reasons the study was needed in one to three sentences).

c. Objectives. The _____ study has been completed and the objectives of the study have been met (or explain the situation as appropriate). The study objectives were as follows:

(1)
(2)
(3) (continue as required)

d. Results. The following major points or recommendations have been produced by the study.

(1)
(2)

(3) (continue as required)

2. Sponsor Intent. Describe what action(s) the sponsor intends to take based on the study and what the sponsor requests or recommends other commands (or the USMC as a whole) do based on the study results.

3. Distribution. The following are distribution statements that the sponsor must assign to the study prior to completion.

DISTRIBUTION STATEMENT A. Approved for public release; distribution is unlimited.

DISTRIBUTION STATEMENT B. Distribution authorized to U.S. Government agencies only (fill in reason) (date of determination). Other requests for this document shall be referred to (insert controlling DoD office)

DISTRIBUTION STATEMENT C. Distribution authorized to U.S. Government agencies and their contractors (fill in reason) (date of determination). Other requests for this document shall be referred to (insert controlling DoD office).

DISTRIBUTION STATEMENT D. Distribution authorized to the DoD and U.S. DoD contractors only (fill in reason) (date of determination). Other requests shall be referred to (insert controlling DoD office).

DISTRIBUTION STATEMENT E. Distribution authorized to DoD Components only (fill in reason) (date of determination). Other requests shall be referred to (insert controlling DoD office).

DISTRIBUTION STATEMENT F. Further dissemination only as directed by (inserting controlling DoD office) (date of determination) or higher DoD authority.

DISTRIBUTION STATEMENT X. Distribution authorized to U.S. Government agencies and private individuals or enterprises eligible to obtain export-controlled technical data (date of determination). Controlling DoD office is (insert).

/SIGNATURE/

DISTRIBUTION:

List all organizations that should receive a copy of the study. Defense Technical Information Center and MCU Research Center are usually included in the distribution.

QUALITY CONTROL

The following questionnaire should be completed by the sponsor. No additional information is required other than study title, sponsor command, and remarks.

Study Title:

_____

Sponsor Command:

_____

Question	Remarks
Does the study cover the topic area adequately?	
Do you believe the analyses were thorough?	
Are the briefing and executive summaries useful?	
Were the briefing and executive summaries written so that a non-expert can clearly understand the study and its issues?	
Did the study performer keep you informed about the status of the project?	
Were your original expectations satisfied?	
Was the project team knowledgeable in the areas covered by their research?	
Did the analysis fully and fairly address the problem you wanted to solve?	
Were deliverables provided on schedule?	
Was the study system responsive?	
Was the project completed in time to be useful to your organization?	
Additional Comments:	