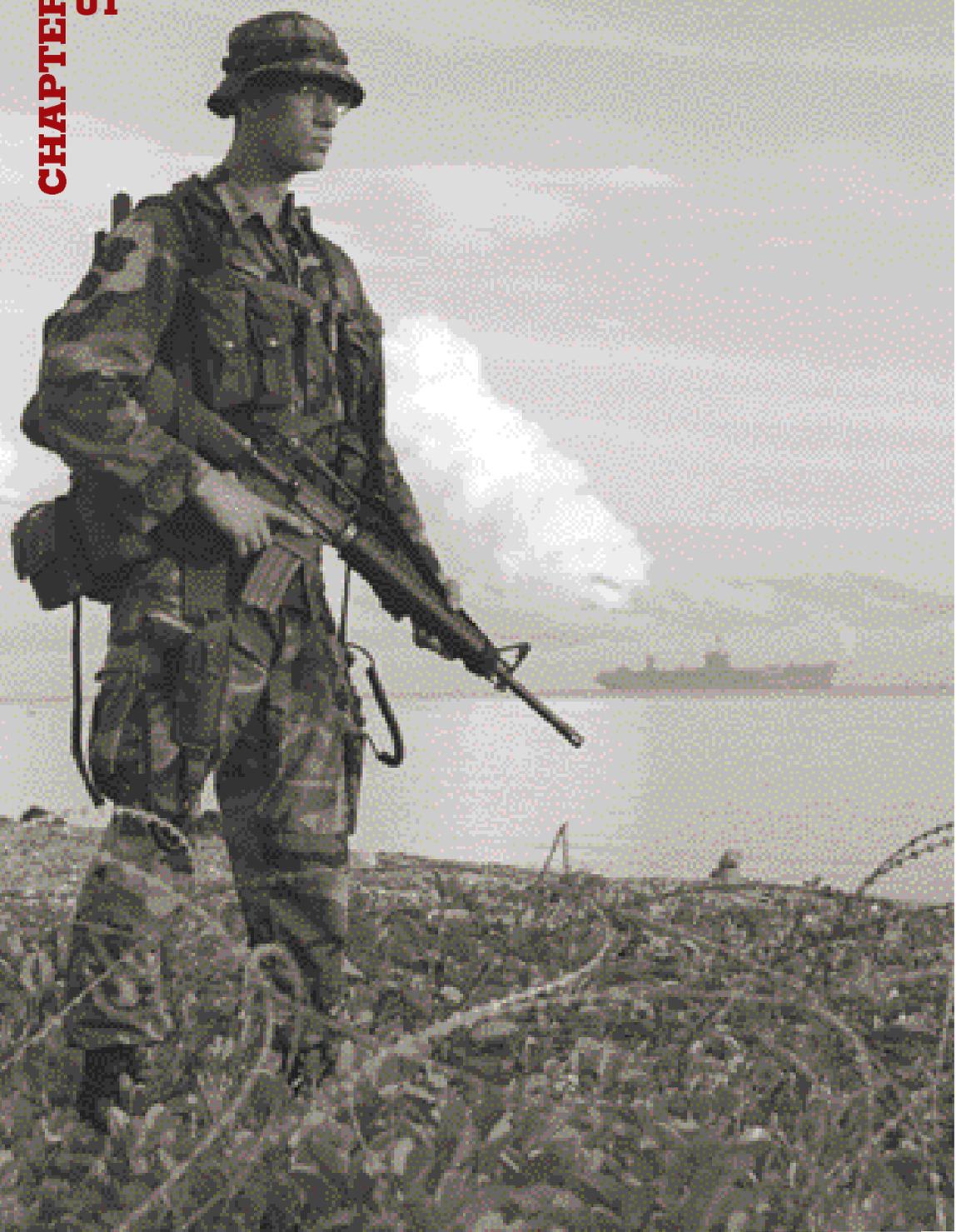


CHAPTER 01



After 227 years of service, the U.S. Marine Corps still remains the nation's premier expeditionary "Total Force in Readiness." Operating in task-organized, combined-arms Marine Air-Ground Task Forces (MAGTFs), the Marine Corps is always on call for critical operations in peacetime, crisis,

THE U.S. MARINE CORPS— READY TODAY... BETTER TOMORROW

and war, protecting U.S. citizens, interests, and friends wherever and whenever they might be at risk. Intimately linked in history, culture, doctrine, and combat, the Marine Corps and the Navy provide the United States a flexible, scalable, and cost-effective instrument of security policy. With their readiness to project enduring sea-based power into regions of importance to the United States, the nation's sea services promote peace and stability and constitute a first-in combat force when deterrence fails.



The strategic role of the Marine Corps now and in the future is the same as that envisioned by the Continental Congress in the fall of 1775, when it established a small, seagoing, expeditionary force for service with the Continental Navy. Ever since, sea-based, combat-ready Marine and Navy forces have been vital to shaping global and regional security environments, assuring access to overseas regions, and facilitating timely crisis response – **anytime, anywhere**, from the sea. By remaining ready in peacetime to engage in decisive combat at all levels of intensity, these Naval Services play a vital role in reassuring friends and allies, dissuading and deterring potential adversaries.

Throughout our history, the Marine Corps has always known that people, not weapons, technologies, or systems, ultimately determine operational success during wartime and other contingencies. Our core values of **honor, courage, and commitment** are powerful ideals deeply held by all Marines. They are the foundation of our ability to fight and win – today and in the years to come – just as they have been for more than two centuries of service to America.

A FUTURE FRAUGHT WITH DANGER

During the last decade, the United States has witnessed profound changes in world geopolitics and international security. New “asymmetrical” threats, often ambiguous but still highly dangerous, now confront America and its friends. The September 2001 terrorist attacks in New York and Washington demonstrated how porous our traditional borders have become and the ease with which our homeland can be menaced by global terrorism. Moreover, the central role of the US economy in “globalization” raises the likelihood of direct attacks against U.S. economic interests both at home and abroad.

At the same time, failing states, national and regional instabilities, ethnic and social animosities, and economic stresses can all generate global crises – often with little warning of timing, location, or intensity – that directly affect other U.S. interests. Uncertain distinctions among terrorist organizations, minority subgroups, insurgent factions, and well-funded international criminal cartels further complicate an already fragmented security landscape. And even as we prepare for these new, non-traditional challenges, the conventional and anti-access capabilities of unfriendly nation-states – and the threat of weapons of mass destruction – must also be dealt with.

DEFENDING OUR NATION AGAINST ITS ENEMIES IS THE FIRST AND FUNDAMENTAL COMMITMENT OF THE FEDERAL GOVERNMENT. TODAY, THAT TASK HAS CHANGED DRAMATICALLY. ENEMIES IN THE PAST NEEDED GREAT ARMIES AND GREAT INDUSTRIAL CAPABILITIES TO ENDANGER AMERICA. NOW, SHADOWY NETWORKS OF INDIVIDUALS CAN BRING GREAT CHAOS AND SUFFERING TO OUR SHORES FOR LESS THAN IT COSTS TO PURCHASE A SINGLE TANK. TERRORISTS ARE ORGANIZED TO PENETRATE OPEN SOCIETIES AND TO TURN THE POWER OF MODERN TECHNOLOGIES AGAINST US.

THE NATIONAL SECURITY STRATEGY
OF THE UNITED STATES OF AMERICA
SEPTEMBER 2002

The littorals of the world – where land and sea intermingle and where most of the conflicts of the last century have occurred – will continue to spawn instability, crisis, and war. Here, more than half of the world’s population and three-quarters of its cities are located. In addition to their military importance, the littorals are crucial to the world’s economies. All seaborne trade – more than 95 percent of the world’s



commerce – transits the littoral. Ensuring continued access to seaports and coastal regions and safety of transit along sea lines of communication will all increase in strategic importance in the years ahead.

To meet regional and transnational challenges to the peace, good order, and security of the littorals and our interests abroad, the United States must maintain forces with full-spectrum capabilities to deter conflict, respond to crisis, and fight and win against any foe. A critical requirement is the ability to project and sustain decisive military power in forward areas where America’s interests and those who would threaten them converge – more often than not, in the littorals of the world. With our access to land bases uncertain, versatile, responsive, sea-based forces are increasingly imperative for implementing U.S. strategy and policy.

Our new global “insecurity” environment further underscores the need for the Marine Corps and Navy to maintain the permanent, sea-based, forward presence inherent in modern, ready, combat-credible forces. These forces must be capable of forcible-entry operations against determined adversaries,

while simultaneously standing ready to respond to emergencies at home. The Marines are the landward extension of the nation’s sea-based naval expeditionary forces – fully capable of broad-spectrum power-projection that remains influential in peacetime, compelling in crisis, and decisive in war. The Marine Corps’ primary mission is to provide integrated ground, aviation, command-and-control, and logistical combat forces for service as part of a larger naval or joint task force. Two characteristics in particular – **expeditionary maneuver warfare** and **combined arms** – are key. In addition to high combat readiness, flexibility, and global reach, these distinctive hallmarks make the Marine Corps a preferred choice of the President and his commanders for early crisis response.

EXPEDITIONARY MANEUVER WARFARE

Our response to the evolving nature of warfare in the 21st century is embodied in the capstone concept of **Expeditionary Maneuver Warfare (EMW)**, which emphasizes maneuvering proactively in time and space as a means of elevating operational art



control, communications, intelligence, and logistics capabilities allow us to operate independently of an in-theater, land-based infrastructure.

Likewise, our close partnership with the Navy provides additional sea-based combat power, as well as significant logistics support, which reduces the requirement for increasingly scarce strategic-lift assets for sustaining early-entry forces. This means that the Marine Corps and Navy can respond immediately to a crisis while giving the joint or combined force commander time to develop the theater of operations more fully. Our naval character, self-sufficiency, and mobile presence is further enhanced by our situational and cultural awareness of potential operating areas worldwide. This elevated strategic awareness enables Marines to work with friends and allies throughout each region and to facilitate joint, coalition, and interagency coordination from the outset.

beyond the traditional methods of attrition warfare. It calls for combining high-tempo operations and surprise with a bias for action to achieve operational advantage – physical, temporal, and conditional – over an enemy. The aim is to defeat the enemy by shattering his cohesion and to prevail by rapidly responding to events, if not anticipating them before they occur. Expeditionary Maneuver Warfare is the fundamental mindset that permeates the entire Marine Corps.

For the Marine Corps and Navy, “expeditionary” means that forces are positioned where they can quickly respond when needed and can be immediately employed upon arrival in the zone of operations. It also means having a sufficient degree of organic sustainment available so that the naval force can both initiate operations and maintain them until follow-on forces can respond. Indeed, the Marine Corps’ unique command,

The process of building effective expeditionary capabilities is complex and demanding. It requires a thorough-going, deep-seated warrior ethos that remains focused on accomplishing the mission despite convoluted, austere, and often hostile operating environments. The Marines have learned to expect little support beyond what they can bring themselves. This rugged posture of minimal dependency becomes second nature and is a matter of pride. The result is a fighting force capable of operating for sustained periods in remote corners of the world, with a minimum of logistical “overhead.”

As integral components of a larger naval or joint force, Marines are particularly well prepared to use the sea as a maneuver space and as a secure “base” from which to influence events on land. In enabling joint forces to move directly from the sea to

objectives inland, sea basing supports the flexible projection of military power and facilitates a significant advance beyond traditional amphibious operations. Sea basing and expeditionary maneuver employ movement of forces, command/control, air support, naval fires, and logistics to enable the deployment and use of joint forces in the littoral and to tailor the projection of power to the needs at hand. The Marine Corps' recent Afghan experience in support of Operation Enduring Freedom convincingly demonstrated the potential of using the sea as both a base and a natural venue for operational maneuver.

COMBINED-ARMS CONCEPT

The Marine Corps has a long-standing, battle-proven commitment to combined-arms operations. These operations combine and closely integrate air, ground, and support units into a synergistic whole that is significantly more powerful than the sum of its parts. On a daily basis we train, exercise, and deploy as fully integrated combined-arms teams – including infantry, artillery, armor, tactical aviation, and logistics. MAGTFs are equipped and trained to provide forward

presence, to respond to crises, and when necessary, to fight and win, reaching from bases far at sea, through the littoral, to objectives deep inland.

In addition, combined-arms MAGTFs can be scaled to meet challenges across the spectrum of conflict. Marine Expeditionary Forces (MEFs) are task-organized to fight and win in large conflicts and conduct large-scale contingency operations. Marine Expeditionary Brigades (MEBs) – the smallest MAGTF able to conduct forcible-entry operations – are also task-organized to respond to a full range of contingencies, but are optimized for mid-sized and smaller operations. Marine Expeditionary Units (Special Operations Capable) [MEU(SOC)s] are task-organized to provide a forward-deployed, afloat presence and be the first Marine Corps forces on the scene of most contingencies. Special Purpose MAGTFs (SPMAGTFs) are task-organized to accomplish specific missions, including humanitarian assistance, peacetime engagement activities, and others. (A complete description of the composition, capabilities, and types of MAGTFs can be found in Appendix A, “How the Marines Are Organized”).



Because of our organization, our culture, and our training in combined-arms and expeditionary campaigns, Marines understand the need for logic and synergy in joint and multi-national operations within a “single battle” concept. The Marine commander fights a unified action that unites and enhances the overall capabilities of the diverse units under his command. This flexible and adaptable employment of combined arms at both the tactical and operational level of warfare is a unique capability that reflects both the Marine Corps’ history and its innovative approach to combat and expeditionary maneuver.

LESSONS FROM OPERATION ENDURING FREEDOM

The Marine Corps’ adaptability – and consequently the Corps’ value to the nation – was highlighted during Operation Enduring Freedom. Our accomplishments in the Afghan campaign and in related

incidents elsewhere are both a measure of the capabilities of today’s forces and a harbinger of things to come. The employment of Marines and other sea-based forces to generate strategic strikes on al-Qaeda elements and their Taliban protectors in the earliest phase of the campaign was coordinated with U.S. Air Force and special operations assets. Operating from sea bases – aircraft carrier battle groups and Amphibious Ready Groups – in the North Arabian Sea, 400 to 800 miles distant from targets on land, Marine Corps and Navy tactical aircraft flew more than 12,000 sorties, nearly three-quarters of all Enduring Freedom tactical sorties, through the spring of 2002.

Marines from Task Force 58 penetrated deep into land-locked Afghanistan from amphibious ships operating in the north Arabian Sea – a sea base hundreds of miles away from critical objectives. The Marines’ operations overcame distances far in excess





of those for which current doctrine and systems were designed. They employed innovative combinations of sea and intermediate staging bases to project combat power to the objective and rapidly reinforce it. The Marines' austere Forward Operating Base Rhino served as a springboard for follow-on joint and combined force attacks that culminated in the seizure of Kandahar Airfield.

Once Marines had secured these forward outposts, they and other U.S. and British special forces were able to increase the scope of coalition operations throughout Afghanistan, again with the assistance of naval and joint strike forces. New approaches to intelligence, surveillance, reconnaissance and targeting were integrated directly into ground-force operations. Fully 80 percent of Marine Corps-Navy strike sorties attacked targets that were relayed to the aircrews while enroute from the sea base, an impressive demonstration of our growing capability for

near real-time targeting and the de facto integration of Naval Aviation. Using a planned warfighting approach, they relied on networked sensors and joint communications to respond swiftly to targets of opportunity identified by troops on the ground. In many cases, the total time elapsed from initial alerting to weapons on target was measured in minutes.

The Marine Corps' preparation for maneuver warfare and our deep-seated expeditionary mindset guaranteed early and effective use of these concepts in a new operational setting. Although we operated with older equipment, experimentation and innovation were the order of the day in Afghanistan. Innovation was critical to Task Force 58's success in Operation Enduring Freedom in 2001-2002, and it will be increasingly prominent as the Marine Corps charts its course for the future.

> Today's Vision... Tomorrow's Reality



One of the administration's key themes in retooling national defense for the 21st century is "military transformation." As the President explained in June 2002, "Our security will require transforming the military... [to] be ready to strike at a moment's notice in any dark corner of the world." In response, the Marine Corps is embracing new operational concepts, new technologies and new forms of organization to achieve this transformation within our own service. Our goal is not just to focus on modernizing and upgrading legacy military systems and platforms, but also to prepare for executing joint and combined operations in a dramatically enhanced network environment.

While preserving current readiness is a top priority of the expeditionary Marine Corps-Navy team, equal attention has been paid to

the need to transform to meet future challenges. Indeed, the Marines have a rich history of transformation, innovation, ingenuity, and adapting to change in international security and political-military affairs, as well as technological, doctrinal, and operational change on the battlefield.

21ST-CENTURY NAVAL POWER

As we confront the ambiguous and increasingly unstable world of the early 21st century, the Marine Corps' forward expeditionary posture and full-spectrum warfighting capabilities are the foundation for forging tomorrow's Corps. The Marine Corps and Navy have reassessed the strategies, doctrine, and competencies required to meet both near-term and longer-range requirements, and have articulated their findings in three seminal documents:

- >> *Naval Power 21... A Naval Vision*
- >> *Sea Power 21:
Projecting Decisive Joint Capabilities*
- >> *Marine Corps Strategy 21.*

Together, these three publications define the strategic vision and supporting concepts that embrace continued transformation and provide the way ahead for America's Naval Forces.

Naval Power 21 emphasizes the expeditionary nature of the sea services and their role in providing full-spectrum warfighting capabilities and sustained American influence worldwide. The document focuses on the four fundamental Marine Corps-Navy qualities – decisiveness, sustainability, responsiveness, and agility – required to fight and win wars. It also emphasizes the importance of expanding and reorganizing the fleet to increase the number of strike groups

that the Naval Services can deploy. Moreover, *Naval Power 21* also acknowledges that, by themselves, new platforms and systems “have no ‘asset value’ to the nation until they are manned by trained, educated, and motivated people.”

The Navy’s strategic vision, *Sea Power 21*, explains how that service, particularly in the joint warfare context, will use “revolutionary information superiority and dispersed, networked force capabilities to deliver unprecedented offensive power, defensive assurance, and operational independence to joint force commanders.” *Sea Power 21* focuses on the achievement of three required capabilities:

Sea Strike – expanded power projection that employs networked sensors, combat systems, and empowered warriors to amplify the offensive impact of sea-based forces. Knowledge dominance will be converted into action by a full array of Sea Strike options: next-generation missiles capable of in-flight targeting, aircraft with stand-off precision weapons, extended-range naval gunfire, information operations, stealthy submarines, unmanned combat vehicles, and Marines and SEALs on the ground.

Sea Shield – global defensive assurance produced by extended homeland defense, force protection against all threats, sustained access to littorals, and the projection of defensive power deep over land. Sea Shield provides a layered global defensive power based on control of the seas, forward presence, and networked intelligence.

Sea Basing – enhanced operational independence and support for joint forces provided by networked, mobile, and secure sovereign platforms operating in the maritime domain. Sea-based operations will

capitalize on the maneuver space afforded by the sea, the flexibility that supports task organization through selective offload capabilities, rapid force closure through at-sea arrival and assembly, and the protection assured by the U.S. Navy’s control of the sea. The concept will include providing joint force commanders with global command and control and extending integrated logistical support to other services. More than a family of platforms afloat, sea basing will network platforms together and promote interoperability among the Expeditionary Strike Group, the Maritime Prepositioning Force, the Combat Logistics Force, and emerging high-speed sealift and lighterage technologies.

Sea Strike, Sea Shield, and Sea Basing are to be enabled by FORCEnet. FORCEnet is an overarching networking concept for integrating warriors, sensors, communications, command and control, platforms, and weapons into a fully interconnected, combat force. Linked by FORCEnet, Sea Strike, Sea Shield, and Sea Basing capabilities will be deployed in accordance with a Global Concept of Operations (Global CONOPS) that widely distributes the firepower of the fleet, strengthens deterrence, improves crisis response, and positions us to win decisively in war.

Marine Corps Strategy 21 articulates the Corps’ axis of advance into the 21st century, defines a Marine Corps tailored to answer the nation’s call at home or abroad, and provides the vision, goals, and aims that support the development of enhanced strategic agility, operational reach, tactical flexibility, and warfighting effectiveness. Several objectives – of equal priority and importance to the future – are explicit in *Marine Corps Strategy 21*:

- >> To prepare our Marines – “America’s Total Force in Readiness” – to win the nation’s battles, while creating cadre of quality citizen-soldiers
- >> To optimize the Corps’ operating forces, support and sustainment base, and unique capabilities to respond to the complex spectrum of crises and conflicts
- >> To sustain the enduring Navy-Marine Corps relationship
- >> To reinforce the Marine Corps’ strategic partnership with the Army, Air Force, and U.S. Special Operations Command
- >> To contribute to the development of joint, allied, coalition, and interagency capabilities
- >> To capitalize on innovation, experimentation, and technology to prepare Marine forces to succeed in the 21st century.

To advance along this axis, the Marine Corps is implementing our Expeditionary Maneuver Warfare capstone concept. Subsuming operational concepts such as *Operational Maneuver From the Sea (OMFES)*, *Ship-to-Objective Maneuver (STOM)*, and *Sustained Operations Ashore (SOA)*, as well as the emerging sea-basing paradigm, EMW is the overarching concept by which the Marine Corps will organize, train, equip, deploy, employ, and sustain its forces. Expeditionary Maneuver Warfare will be an integral part of an overarching Global Concept of Operations.

GLOBAL CONCEPT OF OPERATIONS

Our Global CONOPS has been crafted to achieve the strategic and operational objectives implicit in all three of the naval strategic vision documents. The Global CONOPS describes how the United States

will deploy widely-dispersed combat power from diverse platforms with unprecedented warfighting capabilities in all domains. *Naval Vision 21* speaks of “...the need to reorganize the fleet to provide a large number of strike groups.” The Global CONOPS envisions the creation of additional, independent operational combat groups capable of responding simultaneously to crises around the world. The resulting increase in combat power will arise from technical advances that are netting together the capabilities of our ships, submarines, and aircraft for dramatic increases in power projection and total warfighting effect.

The results will be profound. Specific force packages will be readily assembled from forward-deployed Marine Corps and Navy forces – tailored to meet the mission needs of the joint force commander, complementing other available joint assets, and sized to the magnitude of the task at hand. As a result, the Marine Corps and Navy will be able to respond more capably to more simultaneous contingencies and conflict situations, over a broader warfighting continuum, compared to today’s organizing architecture. These new operational groups will include:

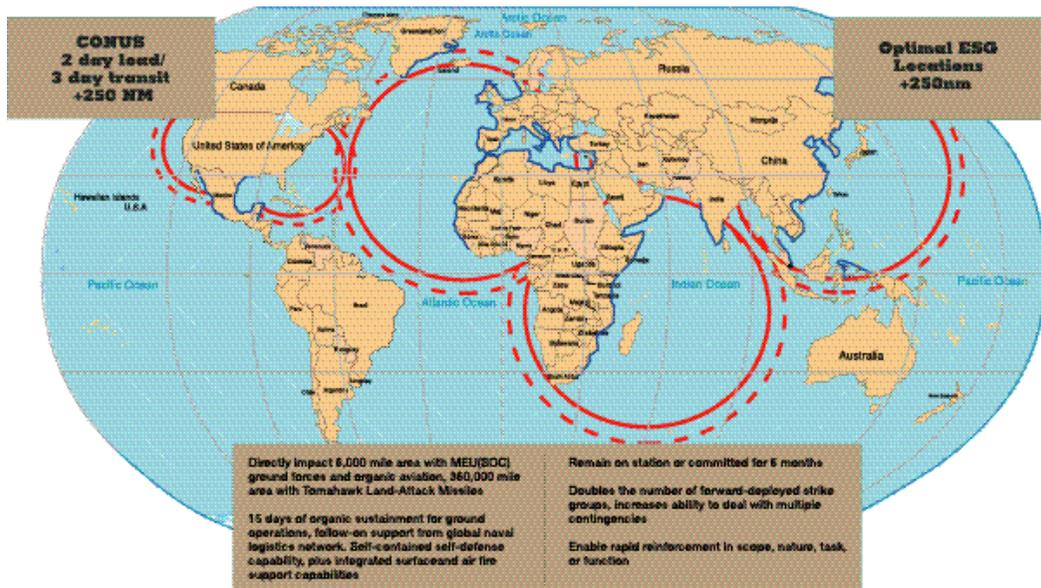
- >> **Carrier Strike Groups (CSG)**, which will provide the full range of integrated Navy and Marine tactical aviation capabilities
- >> **Expeditionary Strike Groups (ESG)**, consisting of amphibious ready groups (ARGs) with their embarked Marine Expeditionary Units (Special Operations Capable), augmented with strike-capable surface warships and submarines
- >> Missile-defense **Surface Action Groups (SAG)** will increase international stability by protecting allies and joint forces

GLOBAL RESPONSIVENESS

FORWARD-DEPLOYED USN-USMC EXPEDITIONARY STRIKE GROUPS

Respond Immediately to Challenges or Opportunities in 6 Hours

Cover 75% of Littorals in 5 days



ashore from the enemy's long-range strike weapons

- >> Specially modified **guided-missile Trident submarines** (SSGN) will provide covert striking power with cruise missiles and the insertion of Special Operations Forces
- >> A modern, enhanced-capability **Combat Logistics Force** will sustain the widely dispersed seabase.

For the Marine Corps-Navy team, the Expeditionary Strike Group will provide capabilities, far beyond those inherent in today's ARGs. As evolved from the current ARG/MEU(SOC), the ESG will add the offensive and defensive capabilities of guided-missile cruisers and destroyers, and attack submarines. This will significantly increase the power the ESG can project and will allow it to operate in higher-threat environments

without the support of a Carrier Strike Group, thus expanding the joint force commander's employment options.

The Global CONOPS will increase our sea based striking power from today's 12 aircraft carrier battle groups, to perhaps as many as 37 independent operational combat groups (12 CSGs, 12 ESGs, and multiple missile-defense SAGs and SSGNs). These groups will operate throughout the world to counter the entire spectrum of threats to U.S. interests, and when regional conflict is inevitable, they will join together, along with squadrons from the Maritime Prepositioning Force, to form Expeditionary Strike Forces (ESF) to enable or complement joint forces capabilities.

➤ Forging Tomorrow's Reality

To remain ready to fight and win while at the same time moving toward the goals of our transformation program, we must extract maximum advantage from the resources provided and demand a higher rate of return on our investments. Our new organizations, concepts, systems and platforms are focused on delivering a combat-capable Marine Corps ready to fight and win ...anytime, anywhere.

Making tomorrow's vision a reality depends on strengthening four pillars. First, we must assure our **Marines and their families** the highest Quality of Life commensurate with their commitment to the Corps and the nation. Second, shortfalls in current warfighting readiness require **upgrading and modernizing legacy systems** until they can be replaced. Third, we know that rationalizing and transforming our installations is essential to aligning our **infrastructure** to support forces, weapon systems, doctrine, and tactics for the foreseeable future.

Finally, **transformation and modernization** are of critical importance to our future. We are exploiting every opportunity to accomplish these through an *agile organization*, experimentation, and the adaptation of emerging technologies to ensure we maximize the potential of individual Marines and their units. The *operational changes* described above will vastly improve the means by which our forces project power and influence in the future. In a similar manner, *leap-ahead technology* will create new opportunities for tomorrow's warriors. And finally, changes in *business and acquisition processes*, will enable the fielding of more effective capabilities, while achieving greater efficiencies in the use of nation's fiscal resources.

These are four important pillars, which all have a special focus in the President's Fiscal Year 2004 budget.

MARINES AND THEIR FAMILIES

People have always been our greatest strength. Indeed, one of the Corps' most enduring contributions to the American nation is the development of Marines who embrace our service values and warrior culture, selflessly serve their country, and then return to society as outstanding private citizens. Quality of Life (QoL) for our people and their families is therefore an essential element of our readiness posture. Effective QoL programs and services are vital to maintaining the stability of the force, enhancing personal readiness and family cohesion, and fostering retention. We have established five major QoL priorities: pay and compensation, health care, bachelor and family housing, infrastructure and installation management, and community services.

LEGACY SYSTEMS... CURRENT READINESS

Until new, transformational systems are fielded, we must continue to ensure the readiness of our current equipment. Across the board, the Marine Corps must continue maintaining and upgrading aging equipment even while leveraging new technologies to achieve transformed warfighting capabilities. We are taking maximum advantage of service-life extension programs (SLEP) for two important elements of today's MAGTF: Light Armored Vehicles (LAVs) and CH-53E heavy-lift helicopters. These SLEP programs will improve their performance, reliability, and availability for the next decade or more while we explore new technologies.

INFRASTRUCTURE

While it seldom receives high visibility, infrastructure – bases, facilities, training areas, ranges, laboratories, buildings, hospitals, and the like – provides the essential framework for ensuring force readiness at home and abroad. Thus, the impact of encroachment on our training facilities and ranges is making it increasingly difficult to bring together the Marine Corps–Navy team to train as it will fight. We need both to upgrade the areas in which we are now training – particularly those for training in combined arms – and make additional investments in wargaming and simulation technologies for joint and interoperability training. Another challenge is to find ways to support our Marines and Sailors with an infrastructure that uses a smaller percentage of resources while maintaining force-wide readiness and acceptable QoL for our Marines and their families.

TRANSFORMING AND MODERNIZING

The Marine Corps is continually transforming and modernizing. Investments for the future are being balanced with the need to sustain current readiness and operations, while simultaneously responding to emerging threats and demanding forward deployments. Using a combination of highly-motivated people; agile and adaptive organizations; experimentation with commercial-off-the-shelf and leap-ahead technologies; and continued refinement of business practices, transformational capabilities are steadily being realized. Meanwhile, a series of incremental and affordable modernization efforts will allow our current systems and equipment to satisfy today's increasingly daunting operational needs. Our traditional culture of innovation will ensure that we continue to prevail in a changing and dynamic world.

This culture nurtures the leadership, education, values, and attitudes that encourage and reward people willing to take informed risks in reaching a more capable future. This mindset has resulted in:

Organizational Agility. Recognizing and adjusting organizational arrangements expeditiously to take full advantage of the transformational capabilities of new technologies – and adopting new operational concepts – is a key aspect of the Marine Corps' transformation. The Marine Corps has a history of anticipating and adapting to emerging threats and adversaries, and that capability remains healthy today. The Marine Corps will continue to examine its force structure and combat capabilities in light of the transformational concepts and technologies of tomorrow. Our organizational processes will remain focused on ensuring the swift and agile deployment, employment, sustainment, reconstitution, and redeployment of forces.

New Operational Concepts. The Marine Corps is combining its proven combined arms organizations (MAGTFs) and decentralized, initiative-based philosophy of maneuver warfare, with several new systems and platforms based on new technologies. Within the framework of our capstone concept, Expeditionary Maneuver Warfare, the marriage of new organizations and new technologies will yield capability enhancements significant today, tomorrow, and for decades into the future. Our future sea-based forces will be optimized for forward-presence operations without depending on fixed bases and they will have the ability to conduct operations rapidly, deep within overseas territories where U.S. interests are threatened.



Leap-Ahead Technology. Our innovation efforts are focused on keeping ahead of constant changes in an increasingly complex national security environment. In fact, as we invest in technologies and systems, the Corps has consistently viewed transformation as an evolutionary process, not a singular event. We are currently working to adapt commercial off-the-shelf hardware and develop leap-ahead technology. Our science and technology efforts focus on attaining dramatic increases in our future forcible-entry and power-projection capabilities in anti-access environments. All technology and systems-development efforts will be closely coupled with the development of needed doctrine; tactics, techniques, and procedures; training and education; logistical support; and organizational reconfiguration.

Business and Acquisition Reform.

We will optimize resource allocation at every level of the Marine Corps and focus on business initiatives that can free resources for increased investment in critical warfighting capabilities. Our top priority is to ensure that all Marines have the training and equipment they need to do their jobs. By focusing on core operational requirements we will continue to eliminate non-core functions, while

refining business practices to achieve end-to-end capabilities more efficiently. We are refining our use of explicit metrics for cost control through activity-based cost/management models to make fact-based decisions to improve our support to the operating forces.

The Marine Corps has identified several important objectives that are crucial to realizing its vision of the future and which cut across the four pillars. These include:

- >> Integrating tactical aviation capabilities across the Navy and Marine Corps to generate increased capabilities for projecting power from the sea
- >> Synchronizing transformation and balancing modernization of our ground and aviation assets to ensure an effective combined-arms warfighting capability for the modern battlefield in our MAGTFs
- >> Evaluating emerging concepts and threats, while adapting and creating innovative combat units dedicated for special missions and tasks, such as the stand-up of the 4th MEB (AT) to support the global war on terrorism
- >> Enhancing the capabilities of Marine forces to operate with special operations

forces (SOF) as well as joint and coalition partners as was recently done through the USSOCOM/USMC MOU and the reestablishment of the Air Naval Gunfire Liaison Company (ANGLICO)

- >> Leveraging technologies that allow us to more effectively share and expedite the flow of useful information to increase our situational awareness for increased effectiveness, flexibility, and responsiveness
- >> Generating opportunities to improve alignment between Marine Corps Reserve units and Marine Expeditionary Forces and leverage the diverse civilian-acquired expertise of Individual Ready Reserve Marines to support specific shortfalls in day-to-day military capabilities
- >> Increasing the ability of the supporting establishment to serve as the fifth element of the MAGTF, as exemplified by the Marine Corps Intelligence Activity's reach-back support to the warfighting requirements of Task Force 58 during Operation Enduring Freedom
- >> Enhancing leaders' decision-making skills to act with informed boldness and audacity through focused investments in professional military education, war-gaming, combat simulation activities, and battlespace visualization techniques within a joint or multinational framework.

Ensuring that these objectives are met and that the operational capabilities needed are provided is an ongoing process.

KEY PROGRAMS AND CHALLENGES

Despite numerous challenges, the Marine Corps is on a course that will dramatically enhance strategic agility, operational reach, and tactical flexibility. Key programs for the

Marine Corps' future and cornerstones of our readiness today include:

MV-22. The MV-22 Osprey tilt-rotor aircraft remains the Marine Corps' number-one aviation acquisition priority. The Marine Corps is acquiring the Osprey to replace the CH-46E and CH-53D helicopters currently in the inventory. With the MV-22, Marine forces operating from the sea base will be able to take advantage of long-range maneuver and have increased strategic agility, operational reach, and tactical flexibility.

JSF. The Short-Takeoff and Vertical Landing (STOVL) variant of the Joint Strike Fighter (JSF) is a single engine, stealthy, supersonic, strike-fighter aircraft that will combine the basing flexibility of the AV-8B Harrier II with the multi-role capabilities, speed, and maneuverability of the F/A-18 Hornet strike fighter to fulfill both air-to-ground and air-to-air requirements. Under current plans, the first deployable Marine Corps JSF squadron will reach initial operational capability (IOC) in 2010. Fielding of the STOVL JSF is extremely important to full realization of Navy-Marine Corps TacAir Integration and enhancing the capabilities of ESGs as part of Global CONOPS.

KC-130J. The advanced Hercules intra-theater airlift aircraft brings increased capability and mission flexibility, with its advanced communications system, survivability enhancements, night systems, enhanced rapid ground refueling, and other improvements. The KC-130J variant is the replacement aircraft for the fleet of 51 active Marine Corps KC-130F/Rs.

AAAV. The Advanced Amphibious Assault Vehicle remains the Marine Corps' number-one ground acquisition priority.

It will enable Marines to eliminate the current battlefield mobility gap and, for the first time, conduct high-speed deep maneuver ashore in a single, seamless stroke from over-the-horizon seabases.

HIMARS. A joint Army-Marine Corps program, the High Mobility Artillery Rocket System will provide the MAGTF with deep-strike, organic indirect fire support. Capable of firing all rockets and missiles in the current and future Multiple Launch Rocket System (MLRS) family of munitions, HIMARs will provide capabilities to accurately engage targets at long range with high volumes of fire in all weather conditions, 24-hours per day. HIMARS is capable of being airlifted by C-130 aircraft.

LW-155. The Lightweight 155mm howitzer is the world's first 155mm-towed artillery howitzer with an air-transportable weight of less than 9,800 pounds. With its digital fire control, greater ground mobility and improved reaction times, the LW-155 provides increased operational thresholds in lethality, survivability, mobility, deployability, and sustainability required to support expeditionary maneuver warfare.

Expeditionary Assault Shipping.

Although the amphibious lift requirement remains 3.0 MEB assault-echelon equivalents (AE), we are fiscally constrained to 2.5 MEB AE. Moreover, current active-duty shipping falls short of the 2.5 MEB AE target. Achieving 2.5 MEB AE depends on programmed completion of the 12-ship LPD-17 *San Antonio*-class and timely replacement of the *Tarawa* (LHA 1) class with the LHA(R). The LHA (R) is intended to fully exploit the enhanced capabilities of MV-22, STOVL JSF, and upgraded LCAC as part of ESGs in Global CONOPS.

MPF (Future). MPF(F) will be a pillar of enhanced networked sea basing, providing the combatant commanders with operational capabilities enabled by new and enhanced logistics that are interoperable with expeditionary assault shipping. The MPF(F) family of ships will have capabilities of at-sea arrival and assembly of forces, selective offload of force packages, enduring sustainment, and reconstitution at sea. MPF(F) will increase the combatant commanders pre-positioned rapid reinforcement capability by bringing additional MEB combat power to support the Expeditionary Strike Force (ESF). The DON is currently conducting an analysis of alternatives for MPF(F). Further, we continue to experiment with sea base technology, such as open-ocean cranes, automated on-board warehouse distribution systems, and high-speed vessels to integrate and link the sea base.

Homeland Defense and Security. The 11 September 2001 attacks re-emphasized the importance of homeland defense and were the catalyst for our standing up the 4th Marine Expeditionary Brigade to focus explicitly on anti-terrorism and force protection (AT/FP). With some 4,600 Marines and Sailors, the 4th MEB (AT) provides any commander with rapidly deployable, specially trained, and sustainable forces that are capable of detecting terrorist activities, providing deterrence to terrorist acts, defending designated facilities against terrorism, and conducting initial incident response in the event of a chemical, biological, radiological, or nuclear terrorist attack, worldwide. While our expeditionary culture remains the centerpiece of our warfighting capability, this added ability to deal effectively and quickly with terrorist acts, at home as well as overseas, is a key contribution to the global war on terrorism.

The Way Ahead

The Marine Corps is building on current capabilities and embracing strategic and tactical innovation to transform itself to meet the daunting conventional and asymmetric threats to U.S. security in the 21st century. We will continue to be the nation's Total Force in Readiness, fielding warriors whose unique sea-based expeditionary and combined-arms capabilities will be critical to success in crisis and conflict in the world's littorals, as well as far inland.

The major challenges confronting the Marine Corps today center on organizing, training, and equipping forces to support joint force commanders, now and in the future. The modernization programs and the transformational systems that we are pursuing

are key to our ability to meet the nation's peacetime, crisis, and wartime requirements. We have put in place well-conceived programs addressing the needs of our Marines and their families, the requirement to enhance the current readiness of legacy systems, the critical role infrastructure plays in present and future readiness, and the balance between modernization and transformation. The Marine Corps needs the continued support of the nation – the Administration, the Congress, and, most critically, the American people – to ensure that we can successfully navigate the course we have laid out. These issues, as well as many other timely matters, are discussed in more detail in subsequent chapters of *Concepts & Programs*.