 REGIONAL, CULTURE, AND LANGUAGE FAMILIARIZATION (RCLF)  
Program of Instruction

Title: REGIONAL, CULTURE, AND LANGUAGE FAMILIARIZATION (RCLF)

Course/Exhibit Numbers: RCLF is divided into two phases. RCLF I has seventeen (17) exhibits and RCLF II has five (5) exhibits, as indicated below:

**RCLF I:** CLRE4AG00B, CLRE4BK00B, CLRE4CF00B, CLRE4CM00B, CLRE4CS00B, CLRE4EF00B, CLRE4LV00B, CLRE4PF00B, CLRE4SN00B, CLRE4SE00B, CLRE4SF00B, CLRE4SH00B, CLRE4SM00B, CLRE4SS00B, CLRE4TC00B, CLRE4WF00B, and CLRE4WS00B

**RCLF II:** CLRE6AF00A, CLRE6CC00A, CLRE6EU00A, CLRE6PA00A, and CLRE6SC00A

Location: USMC College of Distance Education and Training

Length: 140 hrs

Purpose: The Center for Advanced Operational Culture Learning (CAOCL) provides training and education to include culture-general concepts and skills as well as culture-specific and regional knowledge. CAOCL provides the Marine Air-Ground Task Force (MAGTF) with Marines who have at least a basic proficiency level in Language, Regional Expertise, and Culture (LREC). A Marine with this level of LREC proficiency demonstrates a fundamental awareness of relevant concepts and is able to apply LREC competencies in practical situations during the early stages of their career. As stated in the Marine Corps Service Campaign Plan (MCSCP) and reinforced by the Marine Corps’ LREC Strategy, the goal of the RCLF Program is to develop regional familiarization through a fully phased RCLF Program. As the education program within CAOCL, RCLF will ensure that Marine units are globally prepared and regionally focused so they are effective at navigating and influencing the culturally complex 21st Century operating environment in support of the Marine Corps' missions and requirements. The program is based on seventeen regions. Each region may contain many different cultures but due to some shared cultural traits and geographical proximity, they are bound by common economic, political, and historical or social issues. Finally, the RCLF program provides a foundational language package intended to provide Marines with a functional capability.

Overall Course Description: RCLF I is the first requirement in a career-long education program that instills, develops, and sustains a basic LREC capability in career-Marines to ensure that the Corps has assets within each unit to assist in operational planning and execution in all operationally significant regions of the world. RCLF I exposes Marines to the operational culture general (OCG), operational culture specific, language, and cross-cultural competencies needed to be regionally focused and globally prepared to operate in culturally complex environments. RCLF II is the second phase in the career progression requirements. In the first part of RCLF II, the program changes from 17 regions to 5 regions. Marines are assigned to Combatant Commands, based on previous regional assignments. The OCG and regional focus are elevated to increasingly diverse areas. In the final part of RCLF II, all Marines are assigned to a course with world-wide OCG and regional instruction.

Program Outcome: RCLF graduates will be cross-culturally competent Marines. The unpredictable nature and location of military operations requires a set of universal and transferrable culture concepts and skills that personnel can employ wherever they go. The Department of Defense has acknowledged the need for personnel to learn "how to learn" about culture, to observe cultural difference, and how to interact appropriately and effectively no matter where they find themselves in the world. As such, cross-cultural competence (3C) emerged as a key outcome of culture training and education. A commonly used working definition of military 3C is: the ability to quickly and accurately comprehend, then act effectively and appropriately in a culturally complex environment to achieve the desired effect – without necessarily having exposure to a particular group, region, or language. 3C is achieved through a focus on LREC capabilities. RCLF graduates will:

**L (LANGUAGE):** Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments

**RE (REGIONAL EXPERTISE):** Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements
(C) CULTURE: Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments.

**Instructional Strategies:** Methods of instruction include assigned readings, written exercises, case studies, scenarios, and computer-based training.

**Methods of Assessment:** Assessments are designed to both monitor and evaluate student learning. Monitoring assessments include quizzes, computer-based training, mentoring and proctoring, RCLF reach-back capability, and a scaffolding approach to evaluative assessments. For assessments designed to monitor, the RCLF team typically approaches these as additional opportunities to reinforce learning and provides rich feedback. Evaluation assessments are typically comprehensive multiple-choice, true/false, multiple-select, scenario based, and short answer questions. Except for the final course, these are all closed-book, proctored, and have a time limit.

**Minimum Passing Score:** 80%

**Curriculum Breakdown:** The RCLF program is divided into two phases. RCLF I consists of three courses, and RCLF II consists of two courses. The course and lesson breakdown for each follows:

**RCLF I:** Marines are assigned to one (1) of seventeen (17) regions, and are required to complete three (3) courses as designated in the table below. The courses account for 110 instructional hours.

<table>
<thead>
<tr>
<th>Assigned Region (Exhibit Number)</th>
<th>Enlisted Block 3 Course Number*</th>
<th>Enlisted Block 4 Course Number*</th>
<th>Language Course Number CL.HSXXX00A**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arabian Peninsula and Gulf (CLRE4AG00B)</td>
<td>CLRE3AG00A</td>
<td>CLRE4AG00B</td>
<td>CL.HSMSA00A, CL.HSSEG00A, or CL.HSFAR00A</td>
</tr>
<tr>
<td>Balkans (CLRE4BK00B)</td>
<td>CLRE3BK00A</td>
<td>CLRE4BK00B</td>
<td>CL.HSRUS00A or CL.HSTUR00A</td>
</tr>
<tr>
<td>Central Africa (CLRE4CF00B)</td>
<td>CLRE3CF00A</td>
<td>CLRE4CF00B</td>
<td>CL.HSFRE00A or CL.HSSWA00A</td>
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<tr>
<td>Central America (CLRE4CM00B)</td>
<td>CLRE3CM00A</td>
<td>CLRE4CM00B</td>
<td>CL.HSFRE00A or CL.HSSWA00A</td>
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<tr>
<td>Central Asia (CLRE4CS00B)</td>
<td>CLRE3CS00A</td>
<td>CLRE4CS00B</td>
<td>CL.HSAMA00A, CL.HSFRE00A, or CL.HSSWA00A</td>
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<tr>
<td>East Africa (CLRE4EF00B)</td>
<td>CLRE3EF00A</td>
<td>CLRE4EF00B</td>
<td>CL.HSAMA00A, CL.HSFRE00A, or CL.HSSWA00A</td>
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<td>Levant (CLRE4LV00B)</td>
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<td>CLRE4LV00B</td>
<td>CL.HSAMA00A or CL.HSAMA00A</td>
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<tr>
<td>North Africa (CLRE4NF00B)</td>
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<td>CLRE4NF00B</td>
<td>CL.HSFRE00A or CL.HSAMA00A</td>
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<td>Northeast Asia (CLRE4NS00B)</td>
<td>CLRE3NS00A</td>
<td>CLRE4NS00B</td>
<td>CL.HSAMA00A or CL.HSAMA00A</td>
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<td>Southeast Asia (CLRE4SE00B)</td>
<td>CLRE3SE00A</td>
<td>CLRE4SE00B</td>
<td>CL.HSAMA00A</td>
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<td>Southern Africa (CLRE4SF00B)</td>
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<td>CLRE4SF00B</td>
<td>CL.HSFRE00A or CL.HSPOR00A</td>
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<td>Sahel (CLRE4SH00B)</td>
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<td>CLRE4SH00B</td>
<td>CL.HSFRE00A or CL.HSPOR00A</td>
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<tr>
<td>South America (CLRE4SM00B)</td>
<td>CLRE3SM00A</td>
<td>CLRE4SM00B</td>
<td>CL.HSFRE00A or CL.HSPOR00A</td>
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<tr>
<td>South Asia (CLRE4SS00B)</td>
<td>CLRE3SS00A</td>
<td>CLRE4SS00B</td>
<td>CL.HSDAR00A, CL.HSFAR00A, CL.HSPAS00A, or CL.HSUSD00A</td>
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<td>Trans-Caucasus (CLRE4TC00B)</td>
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<td>CLRE4TC00B</td>
<td>CL.HSRUS00A or CL.HSTUR00A</td>
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<td>West Africa (CLRE4WF00B)</td>
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<td>CLRE4WF00B</td>
<td>CL.HSFRE00A or CL.HSPOR00A</td>
</tr>
<tr>
<td>West South Asia (CLRE4WS00B)</td>
<td>CLRE3WS00A</td>
<td>CLRE4WS00B</td>
<td>CL.HSDAR00A or CL.HSUSD00A</td>
</tr>
</tbody>
</table>
REGIONAL, CULTURE, AND LANGUAGE FAMILIARIZATION (RCLF)
Program of Instruction

* Each course code has a corresponding Officer Block course code, but materials are identical.
**Marines pick from a list of available languages based on regional assignment, each has a unique course code.
***Because the Defense Language Institute (DLI) has separate accreditation for the language, we are not seeking ACE recommendations for language.

The Enlisted Block 3 and Enlisted Block 4 courses from the table above consist of lessons as designated in the table below.

<table>
<thead>
<tr>
<th>Block</th>
<th>Lesson Card</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enlisted Block 3</td>
<td>OB2EB3(1)*</td>
<td>Operational Culture General</td>
</tr>
<tr>
<td>Enlisted Block 3</td>
<td>OB2EB3(2)**</td>
<td>Regional Overview</td>
</tr>
<tr>
<td>Enlisted Block 3</td>
<td>OB2EB3(3)**</td>
<td>Regional Security Issues and Case Study</td>
</tr>
<tr>
<td>Enlisted Block 4</td>
<td>OB3EB4(1)*</td>
<td>Who Am I</td>
</tr>
<tr>
<td>Enlisted Block 4</td>
<td>OB3EB4(2)**</td>
<td>Who Are They</td>
</tr>
</tbody>
</table>

*Lesson card material is the same, regardless of regional assignment.
**Lesson card material is regionally specific (17 versions of lesson content/material).

RCLF II: Marines assigned to one (1) of five (5) combatant commands, based on prior regional assignment. Marines are required to complete two (2) courses which account for 30 instructional hours, as indicated in the table below.

<table>
<thead>
<tr>
<th>Assigned Region (Exhibit Number)</th>
<th>Enlisted Block 5* Course Number</th>
<th>Enlisted Block 6* Course Number**</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Africa Command (CLRE6AFG00A)</td>
<td>CLRE5AF00A</td>
<td>CLRE6AF00A</td>
</tr>
<tr>
<td>U.S. Central Command (CLRE6CC00A)</td>
<td>CLRE5CC00A</td>
<td>CLRE6CC00A</td>
</tr>
<tr>
<td>U.S. European Command (CLRE6EU00A)</td>
<td>CLRE5EU00A</td>
<td>CLRE6EU00A</td>
</tr>
<tr>
<td>U.S. Pacific Command (CLRE6PA00A)</td>
<td>CLRE5PA00A</td>
<td>CLRE6PA00A</td>
</tr>
<tr>
<td>U.S. Southern Command (CLRE6SC00A)</td>
<td>CLRE5SC00A</td>
<td>CLRE6SC00A</td>
</tr>
</tbody>
</table>

* Each course code has a corresponding Officer Block course code, but materials are identical.
**Regardless of assigned region, course material is identical.

The Enlisted Block 5 and Enlisted Block 6 courses from the table above consist of lessons as designated in the table below.

<table>
<thead>
<tr>
<th>Block</th>
<th>Lesson Card</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enlisted Block 5</td>
<td>OB4EB5(1)**</td>
<td>Combatant Command Overview and Case Study</td>
</tr>
<tr>
<td>Enlisted Block 5</td>
<td>OB4EB5(2)*</td>
<td>Operational Culture and Cross-Cultural Competence</td>
</tr>
<tr>
<td>Enlisted Block 5</td>
<td>OB4EB5(3)*</td>
<td>Aligning Mission Effective and Culturally Appropriate Behavior</td>
</tr>
<tr>
<td>Enlisted Block 6</td>
<td>OB5EB6(1)*</td>
<td>LREC Capabilities and Integrative Complexity</td>
</tr>
<tr>
<td>Enlisted Block 6</td>
<td>OB5EB6(2)*</td>
<td>Plans, Policies and Strategies</td>
</tr>
<tr>
<td>Enlisted Block 6</td>
<td>OB5EB6(3)*</td>
<td>Contemporary Culture and Strategic Studies</td>
</tr>
</tbody>
</table>

*Lesson card material is the same, regardless of regional assignment.
**Lesson card material is regionally specific (5 versions of lesson content/material).
<table>
<thead>
<tr>
<th>Name</th>
<th>RCLF Program Enlisted Block 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td>CLRE3XX00A</td>
</tr>
<tr>
<td>Type</td>
<td>MarineNet, Web</td>
</tr>
<tr>
<td>Description</td>
<td>RCLF Program Enlisted Block 3 is designed for Sergeants. The Enlisted Block 3 curriculum exposes Marines to culture general concepts, culture specific concepts, cross-cultural competence, and region-specific information. This course of instruction is designed to be a precursor to RCLF Program Enlisted Block 4 and prepares Marines with the operational culture and regional knowledge needed to successfully complete Enlisted Block 4. Enlisted Block 3 consists of three lessons. In the first lesson, Operational Culture General, Marines gain a better understanding of reading the cultural landscape, operational culture general concepts, and cross-cultural communication competencies in order to apply core concepts and skills to operationally relevant scenarios. In the second lesson, Regional Overview, Marines gain an understanding of region-specific information such as geography, history, economics, politics, and societies. In the final lesson, Regional Security Issues and Case Study, Marines are introduced to regional security issues within the region, and read a case study on a culture within the assigned region.</td>
</tr>
<tr>
<td>Instruction</td>
<td>This course consists of readings, a computer-based training, a case study, three quizzes, a final examination, and an end of course survey. Marines will complete operational culture general readings and complete a Computer Based Training (CBT) on Reading the Cultural Landscape. These items are assessed with a QuestionMark (multiple-choice and true-false) test, the Operational Culture General Quiz. The remainder of the course material consists of regional readings (7 Chapters) and two QuestionMark quizzes, and a final examination. The first quiz, Regional Quiz 1, covers material from the overview of the assigned region (Chapters 1-5), and the second quiz, Regional Quiz 2, also covers material from the regional overview (Chapters 4 to 6). The Marine must then complete a comprehensive, final examination. This exam is proctored and covers all material. As a final requirement, Marines complete an end-of-course survey.</td>
</tr>
<tr>
<td>Goals</td>
<td>The goal of this block of instruction is to introduce Marines to foundational and transferrable culture concepts and skills that will prepare them for intercultural interaction. Marines gain familiarity with historical and contemporary political, geographic, and socio-economic dynamics in the region. They will also be able to identify the international organizations and other non-state actors that influence their assigned region. Upon completion of this block, Marines will be able to observe and identify culture general concepts within specific cultural contexts.</td>
</tr>
<tr>
<td>Max Days Allowed for Completion</td>
<td>365</td>
</tr>
<tr>
<td>Study Hours</td>
<td>12.0*</td>
</tr>
<tr>
<td>Targets all MOS/Series</td>
<td>Yes</td>
</tr>
<tr>
<td>Assessment</td>
<td>The course is complete after Marines pass three quizzes and a final proctored exam, with 80 percent or better. The OCG Quiz is worth 15 percent, both regional quizzes are worth 10 percent, and the final examination is worth 65 percent of the overall grade. The course must be completed with an aggregate score of 80 percent or better. The course completion is recorded in MarineNet upon completion of an end-of-course survey.</td>
</tr>
<tr>
<td>Proctoring Requirements</td>
<td>Uses Standard Proctor Roles + Regional Coordinator, LRC Facilitator, Student Support, Student, Training Manager, Senior Network Analyst</td>
</tr>
</tbody>
</table>

*Study hours include learning activity times, 30mins for each assessment and 30mins for the end-of-course survey (rounded to the nearest half hour).
OB2EB3(1), Operational Culture General Lesson Card

Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Identify geographic, economic, historical, societal, and political characteristics within a specific region
B. Describe key elements of specific culture(s) in the world region
C. Identify major regional and transnational security issues, including international organizations and other non-state actors, that influence the world region
D. Identify the general concepts and skills that can help prepare for intercultural interaction
E. Analyze the impact of foreign and military culture in relation to confronting contemporary security challenges
F. Apply cultural considerations to support the execution of military operations

Operational Culture General (OCG)

The Marine will be able to demonstrate how to operate effectively in any place, including areas of conflict or disaster where normal cultural patterns are disrupted. The Marine will have a better understanding of operational culture general concepts and skills in order to apply them to operationally relevant scenarios. In addition, the Marine will recognize the ways in which OCG concepts can be applied across different culture groups within the assigned region.

Topics:
- Operational Culture General (OCG) Concepts
- Cross-Cultural Communication Skills
- Culture Shock
- Reading the Cultural Landscape

Educational Objectives:

1. Define operational culture
2. Define the five dimensions of operational culture
3. Identify the concept of variation
4. Identify the concept of change
5. Define the concept of holism
6. Define the concept of reciprocity
7. Define the concept of mobilization
8. Define the concept of identity
9. Identify basic interpersonal skills necessary for successful interaction
10. Explain the basic use of an interpreter
11. Identify symptoms of culture shock in yourself and actions to mitigate it
12. Identify guidelines for reading the cultural landscape
Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Identify geographic, economic, historical, societal, and political characteristics within a specific region
B. Describe key elements of specific culture(s) in the world region
C. Identify major regional and transnational security issues, including international organizations and other non-state actors, that influence the world region
D. Identify the general concepts and skills that can help prepare for intercultural interaction
E. Analyze the impact of foreign and military culture in relation to confronting contemporary security challenges
F. Apply cultural considerations to support the execution of military operations

Regional Overview

The Marine will be able to demonstrate the differences between the study of regions, countries, and cultures. The Marine will gain knowledge of the assigned region and the environment in which people within different cultural groups live. The Marine will apply the OCG concepts and skills to make sense of the cultural complexity within the assigned region. In addition, the Marine will have an improved understanding of the assigned region and will be able to describe the assigned region through the characteristics of geography, history, people and society, government and politics, and economy.

Topics:
- Geographic Overview of Region
- Historical Overview of Region
- Overview of People and Societies in Region
- Overview of Regional Government and Politics
- Economic Overview of Region

Educational Objectives:

1. Identify key geographic considerations with implications on cultures in the region
2. Identify key historical considerations with implications on cultures in the region
3. Identify key peoples and societies factors with implications on cultures in the region
4. Identify key government and political factors with implications on cultures in the region
5. Identify key economic factors with implications on cultures in the region
OB2EB3(3), Regional Security Issues and Case Study Lesson Card

Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Identify geographic, economic, historical, societal, and political characteristics within a specific region
B. Describe key elements of specific culture(s) in the world region
C. Identify major regional and transnational security issues, including international organizations and other non-state actors, that influence the world region
D. Identify the general concepts and skills that can help prepare for intercultural interaction
E. Analyze the impact of foreign and military culture in relation to confronting contemporary security challenges
F. Apply cultural considerations to support the execution of military operations

Regional Security Issues and Case Study

The Marine will be able to identify the most significant security challenges within the region. The Marine will gain familiarity with challenges that affect relations between states and groups in the region. In addition, the Marine is re-introduced to the skills and concepts that assist in operating effectively in complex cross-cultural situations in any part of the globe.

Topics:
- Regional Security Issues
- Case Study of a Culture in the Region

Educational Objectives:

1. Describe significant regional security issues
2. Understand how the five dimensions of operational culture apply to a specific culture in the region
3. Understand how culture general concepts apply to a specific culture in the region
REGIONAL, CULTURE, AND LANGUAGE FAMILIARIZATION (RCLF) I
Assigned Region (XX)

<table>
<thead>
<tr>
<th>Name</th>
<th>RCLF Program Enlisted Block 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td>CLRE4XX00B</td>
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<tr>
<td>Type</td>
<td>MarineNet, Web</td>
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**Description**
RCLF Program Enlisted Block 4 is designed for Staff Sergeants. The materials expand upon foundational regional and cultural knowledge, to enhance a Marine’s understanding of operational culture general, region and culture-specific considerations. By considering the critical elements of operational culture, Marines can: identify potential cultural friction/leverage points; identify possible outcomes and possible second- and third-order effects; assist in developing culturally appropriate solutions for assigned missions. Enlisted Block 4 consists of two lessons. In the first lesson, *Who Am I*, Marines review operational culture general concepts presented in Enlisted Block 3 and gain familiarity with additional operational culture general and cross-cultural concepts and skills. Marines apply these concepts and skills to the US Marine Corps in order to use this analysis as a framework for understanding and assessing other cultures. In the second lesson, *Who Are They*, Marines complete a variety of region-specific and culture-specific readings and activities.

**Instruction**
The curriculum consists of readings, open-ended writing activities, quizzes, computer-based training, a final examination, and an end-of-course survey. Marines will complete a series of assigned readings and open-ended questions and a *Who Am I Quiz* in order to complete the first lesson. Marines will then complete a series of assigned readings, open-ended questions, computer-based training scenario and a *Who Are They Quiz*, in order to complete the second lesson. Marines will then be assessed on both lessons using a QuestionMark (multiple-choice and true-false) final examination. The course concludes with an end-of-course survey.

**Goals**
Marines complete a scenario designed to provide exposure to potential cultural friction and leverage points. The scenario also exposes Marines to the skills and competencies that lead to successful interactions in cross-cultural environments. Marines explain how culture can impact mission outcomes in an operating environment, and vice versa. Reinforcing and building upon former operational culture concepts, Marines are also exposed to regional and cultural considerations that equip them with the ability to apply the same decision-making to unfamiliar culturally complex situations. Upon successful completion of the course, Marines will be able to apply regional and cultural considerations to a military scenario in the assigned region.

| Max Days Allowed for Completion | 365 |
| Study Hours | 18.0* |

Targets all MOS/Series
Yes

**Assessment**
The course is complete after Marines pass two quizzes, a computer-based training, and a proctored exam, with 80 percent or better. The two quizzes are worth 10 percent of the grace, the computer-based training is worth 5 percent, and the final examination is worth 75 percent of the overall score. To pass the course, an aggregate score of 80 percent or better is required. Completion status is sent to MarineNet once the Marine completes an end-of-course survey.

**Proctoring Requirements**
Uses Standard Proctor Roles + Regional Coordinator, LRC Facilitator, Student Support, Student, Training Manager, Senior Network Analyst

*Study hours include learning activity times, 30mins for the assessment and 30mins for the end-of-course survey (rounded to the nearest half hour).
ASSIGNED REGION (XX)

OB3EB4(1), Who Am I Lesson Card

Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Identify geographic, economic, historical, societal, and political characteristics within a specific region
B. Describe key elements of specific culture(s) in the world region
C. Identify major regional and transnational security issues, including international organizations and other non-state actors, that influence the world region
D. Identify the general concepts and skills that can help prepare for intercultural interaction
E. Analyze the impact of foreign and military culture in relation to confronting contemporary security challenges
F. Apply cultural considerations to support the execution of military operations

Who Am I

The Marine will be able to demonstrate the ability to apply core culture general concepts and skills in the process of cultural analysis. Using the Marine Corps culture as a frame of reference, the Marine will have an improved understanding of relevant concepts and skills needed to make sense of cultural difference. In addition, the Marine will be able to apply culture general concepts and have an improved understanding of how culture general concepts impact military operations.

Topics:
- Operational Culture General (OCG) Concepts
- Military Culture
- Communication Tools for Understanding Cultural Differences
- Cross-Cultural Negotiations
- Soft Power vs. Hard Power
- Managing Interpreters

Educational Objectives:

1. Explain the concept of scale and its impact on operational planning
2. Identify characteristics of military culture
3. Identify intermediate cross-cultural communication skills for successful interaction
4. Identify basic negotiation concepts
5. Explain the intermediate use of an interpreter
6. Identify symptoms of culture shock in others and steps to mitigate the problem
OB3EB4(2), Who Are They Lesson Card

Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Identify geographic, economic, historical, societal, and political characteristics within a specific region
B. Describe key elements of specific culture(s) in the world region
C. Identify major regional and transnational security issues, including international organizations and other non-state actors, that influence the world region
D. Identify the general concepts and skills that can help prepare for intercultural interaction
E. Analyze the impact of foreign and military culture in relation to confronting contemporary security challenges
F. Apply cultural considerations to support the execution of military operations

Who Are They

The Marine will be able to assist in developing culturally appropriate solutions for assigned missions and will have an improved ability to identify courses of action that incorporate cultural considerations in the planning process. The Marine will be able to explain how the various cultures in an operating environment, including his or her own, can impact mission outcomes. In addition, the Marine will be able to identify potential cultural frictions and leverage points.

Topics:
- Cross-Cultural Communication Skills within Region
- Regional Security Issues
- Military Cultures within the Region
- Cultural Implications in Military Operations
- Application to Regional Scenario

Educational Objectives:

1. Describe cross-cultural communication skills that lead to successful negotiations (interactions) in your region
2. Identify characteristics of local and regional cultures that may impact your mission and/or aspects of the mission that may impact local and regional cultures
3. Identify characteristics of foreign military cultures that may impact your mission(s) in the assigned region
4. Explain cultural and regional factors that contribute to dominant regional security issues
5. Apply regional and cultural considerations to a military scenario in the assigned region
### Regional, Culture, and Language Familiarization (RCLF) I

*Assigned Region (XX)*

<table>
<thead>
<tr>
<th><strong>Name</strong></th>
<th>Language Headstart2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Code</strong></td>
<td>CLHSXXX00A, CLHSXXX00A, or CLHSXXX00A</td>
</tr>
<tr>
<td><strong>Type</strong></td>
<td>MarineNet, Web</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Headstart2 exposes users to 750 key terms and phrases, and provides the student with important communication tools.</td>
</tr>
<tr>
<td><strong>Instruction</strong></td>
<td>The Headstart2 curriculum consists of 11 modules broken into four segments. These include 10 military modules and concludes with a “Sound and Script” module. Military modules are designed around military tasks. They focus on fifteen language drills based on a given topic or theme, such as greetings and introductions, checkpoint commands, and checking for injuries. “Sound and Script” teaches the basics of the script. This curriculum fulfills the RCLF language requirement.</td>
</tr>
<tr>
<td><strong>Goals</strong></td>
<td>Upon completion of this curriculum, students possess the tactical language skills necessary to conduct military operations and requirements within the world’s major regions.</td>
</tr>
<tr>
<td><strong>Max Days Allowed for Completion</strong></td>
<td>365</td>
</tr>
<tr>
<td><strong>Study Hours</strong></td>
<td>80.0*</td>
</tr>
<tr>
<td><strong>Targets all MOS/Series</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>The course is complete after the student completes all interactive activities in the courseware. No formal assessment is required or conducted; however, students must complete each activity before they are allowed to progress throughout the course.</td>
</tr>
<tr>
<td><strong>Proctoring Requirements</strong></td>
<td>None</td>
</tr>
</tbody>
</table>

*Study hours include learning activity times (rounded to the nearest half hour).*
| **Description** | RCLF Program Enlisted Block 5 is designed for Gunnery Sergeants. The curriculum exposes Marines to culture general concepts, culture specific concepts, cross-cultural competence, and region-specific information. This course of instruction is designed to be a precursor to RCLF Program Enlisted Block 6 and prepares Marines with the operational culture and Combatant Command knowledge needed to successfully complete Enlisted Block 6. The block consists of three main lessons. In the Operational Culture and Cross-Cultural Competence lesson, Marines gain exposure to additional culture general concepts and cross-cultural communication competencies in order to apply core concepts and skills to operationally relevant applied scenarios. In the Culture in Planning lesson, Marines review culture as a factor in Marine Corps and Interagency planning. In the Combatant Command Overview and Case Study lesson, Marines review the region and regional security issues within the region. They also read a case study on the impact of culture on an operation that occurred within the assigned region. |
| **Instruction** | This course consists of assigned readings, a case study, one test, and an end of course survey. Marines will complete readings in the assigned workbook. The workbook contains six chapters. Throughout the course of the workbook, Marines will complete supplemental readings on cross-cultural competencies and the case study. There are three QuestionMark (multiple-choice and true-false) quizzes, one for each lesson, based on material in the workbook and supplemental readings. There is also a final examination. The final requirement is for Marines to complete an end of course survey. |
| **Goals** | The goal of this block of instruction is to introduce Marines to advanced operational culture concepts and cross-cultural concepts and skills which will make them successful in military planning and joint/interagency operations. Marines will be able to examine the effectiveness of communication strategies used to manage intercultural interactions. They will also be able to identify strategies for aligning mission effective and culturally appropriate behavior. Upon completion of this block, Marines will be able to analyze the impact of cultural values and concepts on military operations within the assigned combatant command. |
| **Max Days Allowed for Completion** | 365 |
| **Study Hours** | 12.0* |
| **Targets all MOS/Series** | Yes |
| **Assessment** | This course is complete after Marines pass three quizzes and one final examination with an aggregate course score of 80 percent or better. Two of the quizzes are worth 15 percent of the total, one quiz is worth 10 percent of the total, and the final exam is worth 60 percent of the total. Completion status is sent to MarineNet once the Marine completes the end-of-course survey. |
| **Proctoring Requirements** | Uses Standard Proctor Roles + Regional Coordinator, LRC Facilitator, Student Support, Student, Training Manager, Senior Network Analyst |

*Study hours include learning activity times, 30mins for the assessment and 30mins for the end-of-course survey (rounded to the nearest half hour).
Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Analyze the impact of cultural values on military operations
B. Provide multiple explanations for the outcome of a successful or failed intercultural interaction
C. Assess techniques for aligning culturally appropriate and mission effective behavior
D. Examine the effectiveness of communication strategies used to manage intercultural challenges

Combatant Command Overview and Case Study

The Marine will be able to describe the Combatant Command’s (CCMDs) Area of Responsibility (AOR) from a regional perspective. The Marine will gain knowledge key historical, geographic, economic, government and politics, people and society, and regional security issues within the CCMDs AOR. The Marine will further gain a broad understanding of the CCMDs and establishment and purpose of the assigned CCMD. Finally, the Marine will complete a case study with supplemental readings in order to analyze the impact of culture on a U.S. military operation within the assigned CCMD.

Topics:
- Combatant Command Overview
- Regional (CCMD AOR) Overview
- Case Study

Educational Objectives

1. Assess linkages between the mission types within the CCMD and key cultural values and concepts
2. Anticipate key cultural values and concepts that are most likely to influence different types of military operations within a CCMD
OB4EB5(2), Operational Culture and Cross-Cultural Competence Lesson Card

Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow them to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Analyze the impact of cultural values on military operations
B. Provide multiple explanations for the outcome of a successful or failed intercultural interaction
C. Assess techniques for aligning culturally appropriate and mission effective behavior
D. Examine the effectiveness of communication strategies used to manage intercultural challenges

Operational Culture and Cross-Cultural Competence Lesson Card

The Marine will be able to identify and describe new operational culture concepts and cross-cultural concepts and skills. Marines will specifically be exposed to cross-cultural competencies such as: distinguishing between language competence vs. communication competence; recognizing how cultural values are displayed in communication rituals; recognizing the role of identity in intercultural interactions, practicing the skills of perspective taking, perception checking, suspending judgement, and observation.

Topics:

- Operational Culture Concepts
- Cross-Cultural Concepts and Skills
- Culture General Ethics

Educational Objectives

1. Comprehend how values are culturally constructed
2. Analyze various factors that contribute to successful and failed intercultural interaction
3. Examine complex attributes for successful and failed intercultural interactions
4. Analyze strategies that can be applied in key leader engagements
Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow them to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Analyze the impact of cultural values on military operations
B. Provide multiple explanations for the outcome of a successful or failed intercultural interaction
C. Assess techniques for aligning culturally appropriate and mission effective behavior
D. Examine the effectiveness of communication strategies used to manage intercultural challenges

Culture in Planning

The Marine will be able to identify and describe culture as a factor in military planning. The Marine is exposed to a deep review of the Marine Corps Planning Process, Culture in the Planning Process, and Interagency Operations and Planning in order to identify course of action to align mission effective and culturally appropriate behavior.

Topics:

- Marine Corps Planning Process
- Culture in the Planning Process
- Interagency Operations and Planning

Educational Objectives

1. Describe the role of the Green Cell in determining culturally appropriate and mission effective behavior
2. Develop culturally and ethically appropriate courses of action
3. Analyze strategies that can be applied in establishing a command communication posture
**REGIONAL, CULTURE, AND LANGUAGE FAMILIARIZATION (RCLF) II**  
*U.S. Combatant Command (XX)*

<table>
<thead>
<tr>
<th>Name</th>
<th>RCLF Program Enlisted Block 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td>CLRE6XXX00A</td>
</tr>
<tr>
<td>Type</td>
<td>MarineNet, Web</td>
</tr>
</tbody>
</table>

**Description**

RCLF Program Enlisted Block 6 is designed for First Sergeant and Master Sergeants. In former blocks, Marines were assigned to regions; however, there is one iteration of this block which covers the entire world. The block of instruction is the final block in the RCLF program and consists of three main lessons. In the first lesson, *Operational Culture General*, Marines are exposed to integrative complexity, a key skill associated with cultural sense-making. In the second lesson, *Culture in Plans, Policies and Strategies*, Marines review ‘strategic culture’ and its impact on the National Military Strategy and National Security Strategy. Marines further compare the strategic culture of major world actors and identify the associated impact on foreign plans, policies and strategies. In the third and final lesson, *Cultural Variability and Case Studies*, Marines review the cases that highlight the importance of cultural variability in joint, interagency and multinational operations within CCMDs. The lesson exposes Marines to strategies for engaging cultures to mitigate potential challenges.

**Instruction**

This course consists of assigned readings and case studies. While there is one single block, the lessons in the block are divided into major world regions based on Geographic Combatant Commands. Marines will complete three lessons contained in a workbook, two quizzes, a final examination containing three short answer questions, and an end-of-course survey. The course is complete once the end-of-course survey is complete.

**Goals**

The goal of this block of instruction is to equip Marines with the tools need to manage and make sense of ambiguous situations and cultural “grey areas.” Marines who complete this block will have an increased understanding of managing LREC capabilities, making sense of cultural complexity, and recognizing the impacts of culture on strategy and ways of war.

<table>
<thead>
<tr>
<th>Max Days Allowed for Completion</th>
<th>365</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Hours</td>
<td>12.0*</td>
</tr>
</tbody>
</table>

**Assessment**

This course is complete after Marines complete two quizzes and one final examination with a score of 80 percent or better. The quizzes are multiple-choice and scenario based, each worth 30 percent of the course grade; and the final examination consists of three short answer prompts, worth 40 percent of the overall grade. Completion status is sent to MarineNet once CDET manually pushes a Marine’s final examination score.

**Proctoring Requirements**

LRC Facilitator, Student Support, Student, Training Manager, Senior Network Analyst

*Study hours include learning activity times, 30mins for the assessment and 30mins for the end-of-course survey (rounded to the nearest half hour).*
OB5EB6(1), Operational Culture General Lesson Card

Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Analyze operational impacts of culturally complex interactions
B. Manage ambiguity and conflict using culturally appropriate and mission effective behavior
C. Assess the impact of cultural values on plans, strategies and policies
D. Examine cultural variability in the joint, interagency and multinational operating environments

Operational Culture General

The Marine will be able to describe all elements of the RCLF program, and identify the importance and practice of properly managing LREC capabilities for strategic and operational success. The Marine will gain exposure to key knowledge areas that assist in making sense of culturally complex interactions. The Marine will be introduced to the skill of integrative complexity and asked to apply it in a series of “grey area” scenarios that are inherent to strategic leadership. Marines are required to reflect on past experience in planning for future intercultural interactions. Finally, the Marine will be given the option of completing a self-report integrative complexity scale, participating in a “think aloud” creativity task devoted to a culturally complex scenario, and/or leading a discussion on dealing with a “grey area” topic and report back on the outcome.

Topics:

- Cultural Knowledge Areas
- Application of Knowledge Areas to Specific Mission Types for Discussion
- Integrative Complexity

Educational Objectives

1. Identify strategies to manage culturally complex individual interactions
2. Identify strategies to manage macro-level culturally complex interactions
3. Identify strategies for managing ambiguity in cultural exchanges
4. Mitigate challenges associated with intercultural conflict using culturally appropriate and mission effective strategies
Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Analyze operational impacts of culturally complex interactions
B. Manage ambiguity and conflict using culturally appropriate and mission effective behavior
C. Assess the impact of cultural values on plans, strategies and policies
D. Examine cultural variability in the joint, interagency and multinational operating environments

Plans, Policies and Strategies

The Marine will be able to identify the impact of ‘strategic culture’ on the plans, policies and strategies of the United States and various world actors. Marines will analyze the impact of United States ‘strategic culture’ on documents such as the National Security Strategy and National Military Strategy. Marines will, then, self-select from major actors within the world’s major regions in order to compare the impact of the respective ‘strategic culture’ on the plans, policies and strategies of other world actors.

Topics:
- Strategic Culture of the United States
- Strategic Culture within Combatant Commands

Educational Objectives

1. Recognize the influence of cultural values contained in the National Security Strategy and National Military Strategy on plans, policies and strategies within combatant commands.
2. Identify how regional cultural values inform foreign national security and military plans, strategies or policies.
OB5EB6(3), Cultural Variability and Case Studies

Program Outcomes

1. Employ tactical language skills necessary to communicate effectively and appropriately in culturally complex environments (Language Studies)
2. Serve as globally prepared, regionally focused professional warfighters able to effectively navigate and influence the culturally complex 21st Century operating environments in support of USMC missions and requirements (Regional Studies)
3. Identify the operational culture general and specific concepts and skills that allow Marines to make sense of and interact in culturally complex environments (Cultural Studies)

Learning Outcomes

A. Analyze operational impacts of culturally complex interactions
B. Manage ambiguity and conflict using culturally appropriate and mission effective behavior
C. Assess the impact of cultural values on plans, strategies and policies
D. Examine cultural variability in the joint, interagency and multinational operating environments

Contemporary Culture and Strategic Studies

The Marine will be able to identify and describe the human dimension of the armed forces present in the U.S. Marine Corps and its sister services. The Marine will also gain exposure to cultures of various U.S. agencies. Further, drawing from the first two lessons, the Marine will be exposed to the human dimension of foreign government, military and agency cultures. Through these examples, as well as theoretical readings, Marines will identify tools and techniques for approaching and engaging with contemporary cultures.

Topics:
- Cultural Variability
- Case Studies

Educational Objectives

1. Anticipate challenges associated with cultural variability in joint interagency, and multinational operations
2. Identify strategies that mitigate conflict caused by variation of operational culture approaches in joint, interagency and multinational operations.