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14. ABSTRACT Demanding operational tempo, a reduction in active duty end strength, and a decreasing budget all pose challenges for the US Marine Corps. To maintain the demanding operational pace and be most ready when the nation is least ready the US Marine Corps must find a way to become even more resilient. No discussion of resiliency is complete without analysis of the four domains of resiliency: mental, moral, physical, and social. Many programs address the first three domains, however, thorough analysis of the social domain of resiliency remains nascent at best. Study of the human brain's anatomy, neuroscience, and social identity theory form the basis for development of the warrior ethos. The manner in which the Marine Corps attracts individuals, prepares applicants for boot camp, and employs social media already lends itself to beneficial social programs. Transformation to earn the title of Marine, and sustaining that transformation, is powerful and rooted in social science and human behavior. A number of programs exist at Headquarters Marine Corps attempt to manage the social domain of resiliency. This paper looks into factors at recruiting which forecasts a service member's resiliency over their career.					
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MASTER OF MILITARY STUDIES

A Marine Corps service level foundation in the Social Domain of Resiliency

SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MILITARY STUDIES

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Increases in operational tempo and decreases in personnel end strength and funding demand the composition of the Marines in years to come be even more resilient. The blueprint for a more resilient force must consider the ill-defined social domain, a service member's history and aptitude to become and remain part of a team or group larger than themselves, into any calculus of the future force's manpower foundation.

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Executive Summary

Title: BUILDING A RESILIENT CORPS OF MARINES

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Thesis: Increases in operational tempo and decreases in personnel require an even more resilient Corps of Marines. The blueprint for a more resilient force must consider the ill-defined social domain of resiliency, a service member's history and aptitude to become and remain part of a team or group larger than oneself.

Discussion: Demanding operational tempo, a reduction in active duty end strength, and a decreasing budget all pose challenges for the US Marine Corps. To maintain the demanding operational pace and be most ready when the nation is least ready the US Marine Corps must find a way to become even more resilient. No discussion of resiliency is complete without analysis of the four domains of resiliency: mental, moral, physical, and social. Many programs address the first three domains, however, thorough analysis of the social domain of resiliency remains nascent at best. Study of the human brain's anatomy, neuroscience, and social identity theory form the basis for development of the warrior ethos. The manner in which the Marine Corps attracts individuals, prepares applicants for boot camp, and employs social media already lends itself to beneficial social programs. Transformation to earn the title of Marine, and sustaining that transformation, is powerful and rooted in social science and human behavior. A number of programs exist at Headquarters Marine Corps attempt to manage the social domain of resiliency. Unfortunately, in their current form, these programs consist of administrative burdens that hinder commanders' resources. Ultimately, only a cadre of socially resilient Marines and a command climate of engaged-leadership will form the nucleus of a resilient unit.

Conclusion: After years of rigorous market analysis and studying human behavior, the Marine Corps Recruiting Command engages in practices that naturally harness the social domain of resiliency. Length of time in the Poole Program is a proven indicator for success at boot camp and should also be included in informing retention and reenlistment decisions. Another indicator of healthy social relationships and predictor of long-term psychological fitness is pre-2012 high school degree program and extracurricular activities, specifically contact sports. Further, social media training, employment, and sharing information between Marine Corps Recruiting Command (MCRC) and Manpower and Reserve Affairs (M&RA) divisions of Headquarters Marine Corps will increase human-resource productivity. Data informing decisions during recruiting can be just as useful years later when commanders are making reenlistment recommendations or M&RA is forced to make decisions between otherwise identical candidates.

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Preface

This paper would not be possible without the support of so many Marine Corps University research assistants and magnificent faculty who are truly dedicated to the students.

Watching mentors in action over the years inspired the topic for this paper. Mentors taught me an invaluable leadership lesson early in my career and then demonstrated their own advice through command: combat is a team sport. Uncovering the composition of each teammate's inspirations, moral-injury thresholds, ability to heal and/or self-regulate, and the talent of a leader to inspire human beings to perform unthinkable acts again and again remains a fascinating to the human spirit. This paper attempts to look into variables that address that fascination. Further, this paper makes recommendations to the Marine Corps based upon those findings to mitigate risk associated with both near-term operational tempo and long-term manpower challenges.

Additionally, I would like to thank the many Corpsman and Health Care Providers of the military health system care system for their selfless and continued work to care for Marines in every climb and place, on the battlefield and at home.

To my brother and sister Marines, "Here's health to you and to our Corps."

Introduction

For centuries, the US Marine Corps has organized itself as a resilient war fighting organization. Thirty-first Commandant, General Charles C. Krulak, is credited with explaining the three critical responsibilities the US Marine Corps performs for its country: “We make Marines, we win our nation’s battles, and we return quality citizens.” Past business practices ensured the Marine Corps’ successful performance of these enduring tasks. To confront emerging challenges, the Marine Corps employs various programs in three of the four domains of resiliency. Existing programs address mental, moral, and physical qualifiers to attract and retain a resilient all-volunteer force capable of fighting and winning battles. Little to no programs, however, formally address the social domain of resiliency. Prior to modifying existing Marine Corps policy, the Marine Corps must first define this social domain of resiliency. Given a sustained high operational tempo and reduced fiscal climate, the Marine Corps must harness efficiencies to strengthen its fighting ability. Increases in operational tempo and decreases in personnel require an even more resilient Corps of Marines. The blueprint for a more resilient force must consider the ill-defined social domain, a service member’s history and aptitude to become and remain part of a team or group larger than oneself.

Recognizing this misunderstood domain of resiliency, this paper attempts to define the origins of social resilience. The genesis of resilience goes back to early man. By studying anthropology, psychology, social identity theory, military historians, and great leaders, this paper explores the beginnings of the social domain of resiliency with respect to the warrior culture. Using that framework as a point of departure, this paper then analyses market research and systematic recruiting steps performed by the Marine

Corps Recruiting Command (MCRC). This paper then follows the Poolee to boot camp and into the operating forces while further defining the social domain of resilience. By defining the social domain and following the sequential phases of a Marine's career, this paper carefully draws out shortfalls and recommends improvements for social resilience throughout the Marine Corps.

At a first look, current Marine Corps programs for recruiting and retention over a service member's career are suitable. Current human resource business practices include performing in-depth market analysis; attrition mitigation measures throughout the recruitment process; engaging human psychology and social belonging during the transformation; and sustaining that transformation through unit cohesion and engaged leadership once in the operational force. Research suggests that an even greater return on investment is possible. Recruits with a history of extracurricular activities, team-sports, and access to mentors early in life assimilate into support networks faster; they do so more frequently, and in greater volume. The learned behavior of accessing support networks repeats itself, neurologically providing the necessary cognitive synthesis of context to stimuli, by doing so promoting resilience. These socially adept individuals perform better at boot camp, entry-level training, and the remainder of their first term enlistment. The ability of an individual to find stability in personal and professional support networks relates directly to unit cohesion and ultimately, resilience.

Background

The Marine Corps will have to do more with less in coming years. Throughout history, after every war or great conflict, military spending traditionally decreases. This maxim proves accurate for the United States. During fiscal year 2015, the largest expenditures, as outlined by the National Defense Authorization Act, remain salaries and programs paying for military personnel.¹ With approximately two-thirds of the entire military budget attributed to personnel, an all-volunteer force is expensive.²

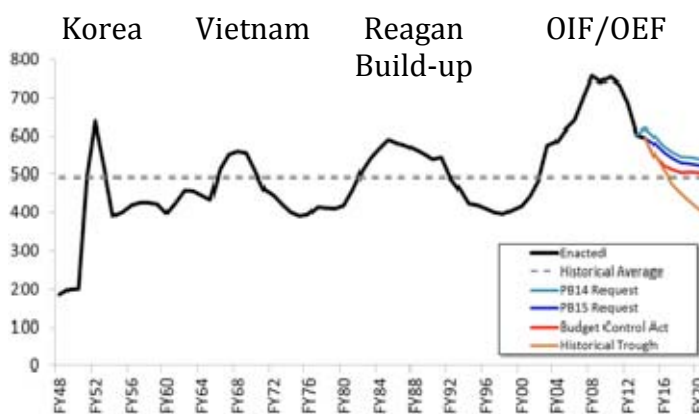


Figure 1. Military Budget from FY1948 – FY2020

The Budget Control Act (BCA) of 2011 “created the mechanism of sequestration.”³ The Budget Control Act (BCA) of 2012 led the beginning of a decrease in spending.⁴ A 26 percent decrease by the end of 2015 and Congressionally mandated fiscal caps out to fiscal year 2021⁵ not only predict downsized spending, but forecast drastic reductions in programs, personnel, or most likely, both. Similar to the military looking to improve the effectiveness of night vision goggles or lowering the radar signature of the latest jet fighter, the military must find efficiencies with its most important weapon and precious resource, the individual service member. Building individual resiliency ensures this efficiency with veterans who have been fighting for over a decade as well as new volunteers who answer their nation’s call.

General Joseph Dunford, Commandant of the Marine Corps, declared, “our success in maintaining an elite force begins with recruiting young men and women who possess the character, mental aptitude, and physical and psychological fitness, and desire required to earn the title Marine.”⁶ Analyzing the social domain of resiliency combines the psychological fitness and desire to earn the title of Marine. As neuroscientists and philosophers continue to bridge the gap between two disciplines,⁷ the Marine Corps must press forward with analyzing what commanders intuitively know—cohesion generates combat power. Setting conditions that forge cohesion and social resilience remain an essential task of the service. To build the type of cohesion that “will send a shock wave through the enemy on initial contact,” as Dunford recently directed, the Marine Corps should look for efficiencies within the social domain of resiliency.⁸

Social Domain of Resiliency Defined

The social domain predates written history and roots itself in the evolution of the human brain and social identity theory. As politics evolved, mankind exhibited social, aggressive behavior.⁹ Anthropological studies validate *Homo sapiens*’ social and aggressive origins. Throughout evolution, armies organized to fight for various reasons. The social domain of a warrior’s life took shape as a matter of necessity. The US Marine Corps currently recognizes this social domain of humanity as “esprit de corps.” The recognition and importance of esprit de corps exists at the highest levels of the Marine Corps. Holding such high institutional worth, in January of 2015, The 36th Commandant’s Planning Guidance directs the Marine Corps to potentially assume risk in capability to guarantee increased quality of unit cohesion.¹⁰

Anatomy of cognition

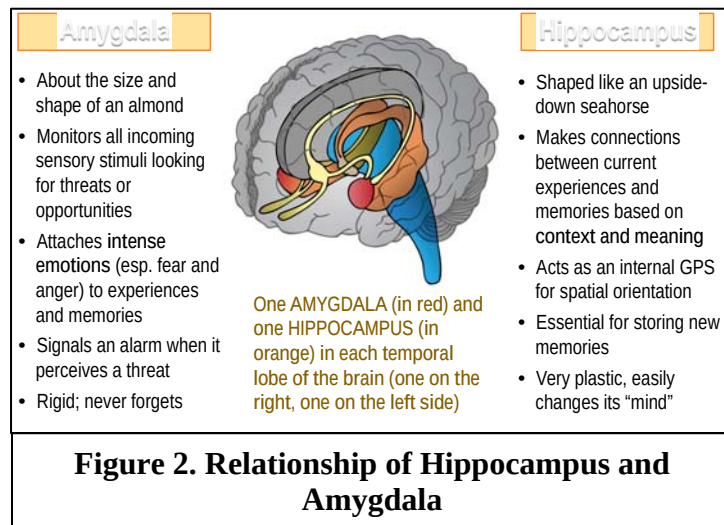
The foundation of esprit de corps is rooted in the human brain, specifically the limbic system comprised of three important portions: “the hypothalamus, the septum, and the amygdala.”¹¹ Here, mankind formulates fear, aversion, and fight or flight instincts.¹²

A.J. Herbert’s work on “regulation and use of aggressive behavior” explains how the human brain’s frontal lobe controls the limbic region “through chemical transmitters and hormones.”¹³ Anthropologists conclude that the hunter-gather culture of early man

influenced the evolution of mankind’s ability to cognitively regulate aggressive behavior in social settings.¹⁴

The relationship between the amygdala to the hippocampus, and pre-frontal

cortex, addresses the regulation of aggressive behavior. Chronic stress, however, disrupts this balance, allowing the amygdala to prevent self-control.¹⁵ When employed, the amygdala stores and retains emotional memory.¹⁶ To change the body’s conditioned response, the prefrontal cortex must engage the hippocampus to provide context to the stored emotional memory. Therapies to remedy chemically stored emotional memory in the amygdala include sleep, diet, exercise, and social arrangement. This last remedy has three prerequisites: 1) the individual has an appreciation of social network, 2) the individual possesses the requisite social skills required to access a support network, and 3) a social network actually exists and is available to the individual. Humans who have



previously tapped into support networks have greater propensity and skill to do so in the future, when needed in stressful situations.

Genesis of Warrior Ethos

Steven Pressfield explains the warrior ethos was forged out of combative necessity, as the ultimate manipulation of cognitive control to prevent man's strongest instinct, self-preservation.¹⁷ He further suggests this manipulation occurs through social identity to enlist three "equally innate and powerful human impulses: Shame, Honor, and Love."¹⁸ When discussing cohesion and motivators in combat, LtCol Dave Grossman explains the bond "is so intense that it is the fear of failing these comrades that preoccupies most combatants" over ideology, hate, and fear.¹⁹ A strong social fabric creates four pressures on a unit: (1) regard for comrades; (2) respect for leaders; (3) concern for their own reputation with both; and (4) an urge to contribute to success of the group.²⁰

Over time, findings suggest talking to a trusted individual about memories engages the pre-frontal cortex to dislodge emotional memories stored in the amygdala.²¹ Sharing or discussing traumatic events restores the central nervous system's balance allowing for self-control. If repeated over time, a person has a greater propensity to perform the same self-correcting action later in life. A shared environment of trusted individuals increases proximity and exposure to the support network required for individuals to sufficiently reconcile traumatic events by providing context, restore neurons, and release autonomic-stored emotions in the amygdala. In a war fighting organization with high operational tempo and declining number of personnel, unit-cohesion is as much a combat requirement as bullets and gasoline. This neurological

balance occurs most when support networks are available to serve as intervention methods.²² Thus, unit cohesion neurologically promotes resiliency. Esprit de Corps and what Grossman calls “group pressures”²³ in *On Killing* serve as powerful motivation for individual warriors to fight. Further, Esprit de Corps weaves the social fabric of an organization together to promote resiliency after the fighting. For the Marine Corps, creating unit cohesion today not only aides in winning the current fight, but extends the culminating point of future battles, thereby improving both resilience of the Marine Corps as a force and the quality citizens returned to society after military service.

Social Identity Theory Applied To Unit Cohesion

Scholars Konrad Lorenz, a Nobel prizewinner, and Robert Audrey suggest human beings recognized the efficiency of hunting as a group; in doing so, they concluded the individual’s cognitive control over aggression eventually translates into group aggression.²⁴ The leader of the pack usually dictates the amount and type of a group’s aggressive behavior. Humans become social animals capable of projecting group aggression through leadership. To protect survival instincts, mankind organizes into social groups capable of projecting violence and aggression. In the Western World, mankind organized societies along a trilogy of beliefs: a covenant with a creator, the Christian principle of love, and the Greek principle of rationalism to serve the function of ancient primal needs.²⁵ Korena Korenstein argues that two needs result from this trilogy: “(1) the realization of the individual’s need to belong to a group that provides protection and confidence and (2) inclusion of a person into a system of social relationships.”²⁶ She further identifies five classifications of needs and functions categorized into:

1. Primary groups (family, friend);
2. “Primordial” groups (ethnic, religious);

3. Socially constructed groups (nation, political party);
4. Contract Groups (colleagues, mates, associates);
5. Symbolic Group²⁷

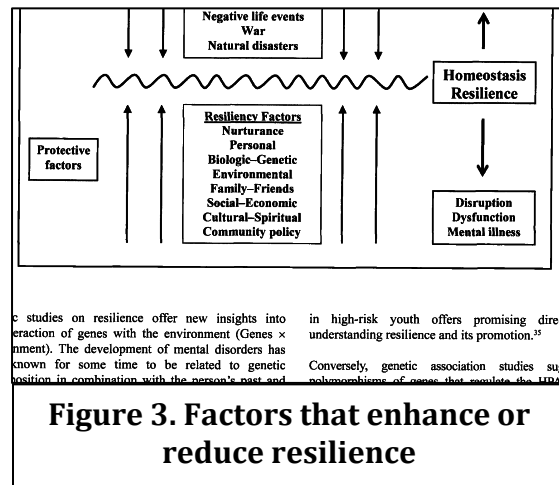
Armies and warrior ethos have evolved overtime. Hunter-gather nomadic groups evolved into professionalized armies. Mankind slowly became

genetically predisposed to social behavior and warrior culture. From the cave man to the elite warriors of present day, wars and battles have always raged in the social domain of units. When questioned how to motivate his men on the last morning at Thermopylae, Dienekes responded, “Fight for this alone: the man who stands at your shoulder.”²⁸ Sun Tzu explained moral influence as “that which causes the people to be in harmony with their leaders, so that they will accompany them in life and unto death without fear of mortal peril.”²⁹ In the 16th century, it was “social obligation” and the “moral dimension” that is credited with that century’s revolution in military affairs.³⁰ Carl Von Clausewitz speaks of the social domain and connection between unit cohesion and success as a spirit:

How much has been accomplished by this spirit, this sterling quality, this refinement of base ore into precious metal, is demonstrated by the Macedonians under Alexander, the Roman legions under Caesar, the Spanish infantry under Alexander Farneses, the Swedes under Gustavus Aldophus and Charles XII, the Prussians under Fredrick the Great, and the French under Bonaparte.³¹

Conclusion

The world’s leading military organizations always make the correlation between the social domain and combat power. The US Marine Corps indirectly recognizes this social domain in the form of “esprit de corps.” However, that recognition does not



Studies on resilience offer new insights into the interaction of genes with the environment (Genes x Environment). The development of mental disorders has been known for some time to be related to genetic predisposition in combination with the person's past and present environment. Conversely, genetic association studies suggest that polymorphisms of genes that regulate the HPA axis in high-risk youth offers promising direct understanding resilience and its promotion.³⁵

Figure 3. Factors that enhance or reduce resilience

translate into HQMC policy. While unit cohesion and command climate are ultimately the responsibility of the commander, Headquarters Marine Corps can better shape advantageous conditions for unit commanders' successes. Tomorrow's new recruits are the foundation of the career-Marine population five, ten, and twenty years from now. The health of tomorrow's high operational-tempo Marine Corps centers on the quality of individuals who the Marine Corps attracts and retains today. In addition to screening for mental, moral, and physical aptitude, the Marine Corps should establish metrics to screen for social aptitude as a long-term indicator of self-healing warriors.

Social Domain in the Recruiting Phase

Unfortunately 28,000 qualified young Americans do not magically appear at San Diego or Parris Island each year. Nor do they arrive at the recruit depots in a staggered manner that can support training throughput capacity. The all-volunteer force must be recruited, managed, and sequenced into the training pipeline. This difficult charge falls to the Marine Corps Recruiting Command (MCRC). Through relentless analysis, innovative application of research results, and a systematic application of best practices, MCRC can "screen to discover"³² the most mentally, morally, and physically qualified persons to become US Marines. In doing so, MCRC mitigates risk associated with premature recruit attrition, saving taxpayers millions of dollars in needless training and personnel costs. MCRC screens the physical domain by way of Bureau of Medicine physicals and Initial Strength Tests (IST).³³ Aptitude in the mental domain screening involves the Armed Services Aptitude Battery (ASVB) for enlisted, or Scholastic Aptitude Test (SAT) or American College Test (ACT) scores for officers.³⁴ The moral domain screening is more of an art, where Recruiting Commanders confer waivers based

on their military judgment of the whole person concept.³⁵ However, currently no formalized screening exists for the social domain, but arguably there was an informal process prior to the 2012 NDAA.

A well-intended and federally mandated change occurred to the traditional High School Diploma Graduates (HSDG) program in 2012. This change to HSDG program, part of the 2012 NDAA, included verbiage mandating that student graduates of traditional high school resident programs and homeschooled students be identically categorized through the lens of academic curriculum, or in terms of this paper through a mental-domain screening filter.³⁶ While well intended from a curriculum equivalency standard, the positive social domain aspects of the resident high school experience was lost with signing of this legislation.

Canvassing the available population: A needle in a haystack

The first step of systematic recruiting is to inventory the available population.³⁷ Unfortunately, of the 20,000,000 plus Americans between the ages of 17-24, not all are well matched with the lifestyle demanded of a US Marine.³⁸ Even if the entire age appropriate population volunteered, only a small fraction would be eligible. The original population of over 20 million age-eligible recruits quickly decreases when exclusions such as the 17% of youth plagued by obesity, psychological disorders, low-test scores, or criminal history.³⁹ MCRC mitigates premature attrition by preventing unqualified personnel from entering the training pipeline. This is done through screening for physical, mental, and moral indicators. Some current business practices informally address social resilience, however, nothing exists in official policy specifically. Further, the same factors that can forecast resiliency at recruit training, like the ones already

accounted for and tracked, can also forecast indicators for resilience later in a Marine's career. The traditional HSDG program, prior to the 2012 NDAA, was a de facto social-domain screening technique to capture social aptitude, along with extracurricular activities and sports programs.

A large indicator of successful completion of boot camp links directly to individuals who completed high school through a traditional HSDG, a component of what the Department of Defense previously defined as "quality" of a recruit.⁴⁰ In 2011, Congress penned legislation changing the definition of HSDG to include homeschooled students.⁴¹ While promoting inclusion for homeschooled Americans in statistical categories like HSDG is well intended for academic curriculum equality, this statutory change does not distinguish, or capture, the social aptitude indicators that informed recruiting practices prior to the change. The legislation is unfortunately void of the variables that Joint Advertising and Marketing Research (JAMRs) and Center for Naval Analysis (CNA) associated with HSDG students prior to October 1, 2012. Variables that influenced previous HSDG programs, in addition to the diploma itself, included attending classes with peers, following a structured routine outside of parental authority with classmates, submitting to authorities outside the home, and having access to extracurricular activities, specifically sports.

Tracking these variables provides insight into an individual's ability to overcome adversity through social aptitude. "Research has confirmed that social connectedness" has a "high correlation" to an "individual being resilient."⁴² The difference in social exposure in a resident high school program compared to a home school student is intuitive. Psychological studies suggest "classrooms are a places where resilience would

be fostered and enhanced through various protective factors: a) special interests and hobbies; b) mentoring; c) family support, and d) turning point event.”⁴³ The traditional resident high school student can provide family support and mitigate turning point events; however, homeschooling cannot achieve all four of the protective factors, rather only a traditional resident high school setting can so. Further, psychologists suggest, “student’s active participation in a school setting could be a factor enabling him or her to resist patterns that lead to antisocial behavior.”⁴⁴ By cataloging the current untracked social indicators of pre-2012 HSDG, either formally or informally, the Marine Corps can measure social aptitude and mitigate entrance of individuals who may become psychologically unhealthy.

A second indication of social health is extracurricular activities. “Research links extracurricular activities and completion” to resilience.⁴⁵ Participation in extracurricular activities during a traditional HSDG promotes positive peer relationships, practice establishment of goals, and introduces individuals to mentors at an impressionable and vulnerable age. Through extra curricular activities, positive peer relationships foster resilience.⁴⁶ Meanwhile, introduction of additional teachers, coaches, and mentors encourage social health. “Multiple resiliency models confirm access to mentors at a young age produce more resilient individuals in older ages.”⁴⁷ Peers and mentors together help shape goals and successful accomplishment of those goals at a young age, another psychological contributor to long-term resilience.⁴⁸ Involvement in extracurricular activities such as choir, band, and student council are also predictors for resiliency in the social domain.⁴⁹ Of all the extracurricular activities, none is more compatible to the physical demands of the Marine Corps than athletics.

The same peer and mentorship factors attributed to other extracurricular activities certainly apply to athletics. However, the physical nature of athletics and the simultaneous impact on the central nervous

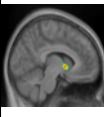
	1'	1"	Spinal' Cord'	Autonomic'hervous" system"	Regula0on'of'body'organs'
	2'	2"	Brain' Stem'	Nucleus'accumbens"	Mo0va0on,'pleasure,' addic0on'
	3' 4'	3"	Brain'	Amygdala"	Fear,'anger,'emo0onal' memory'
		4"		Hippocampus"	Meaning-making,'contextual' memory,'self-control'
	5'	5"		Cerebral'Cortex"	

Figure 4. Five systems involved in stress

system, physical exertion, and cardiovascular system suggest even greater relevance.

Peer relationships, mentorship or coaching, and achievement of common goals attained while undertaking physical exercise simultaneous condition the five portions of the central nervous system responsible for stress. (See Figure 3)⁵⁰ The greater a competitor's physical exertion, the more vast is the synthesis between emotional memory, motivation, pleasure, and contextual memory. Sports involving a reaction to an opponent's dynamic decisions generate greater synthesis with decision-making, observation, and feedback inherent in Charles Boyd's Observe, Orient, Decide, and Act (OODA) loop. (See figure 4)⁵¹ Athletics link psychology and social aptitude to extracurricular activities through the body's autonomic nervous system. Additionally, a series of studies performed by Eric Corhu suggest "athletes were more likely to have higher educational aspirations than non-athletes."⁵² Additionally, social tolerance and diversity are more likely in athletes than non-athletes given "athletics transcend most social bounds or barriers in our society."⁵³

MCRC has a proud history of accomplishing the difficult annual accessing mission while mitigating boot camp and entry level training attrition. MCRC is currently not charged by HQMC to prevent non-EAS attrition after Entry

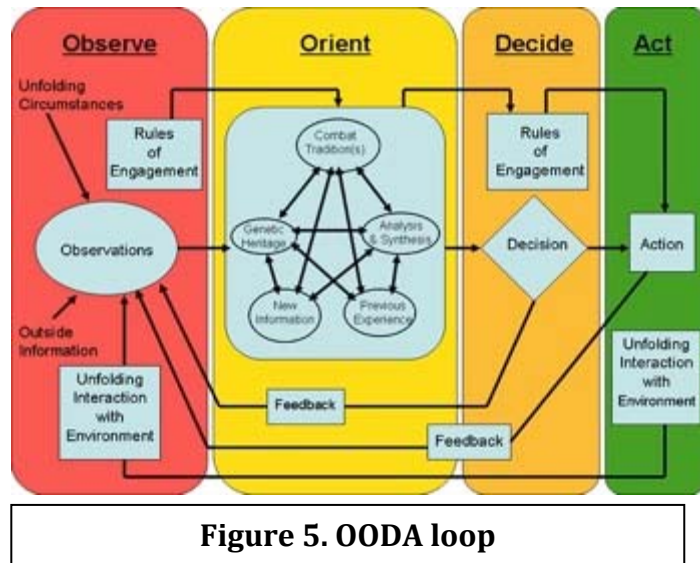


Figure 5. OODA loop

Level Training (ELT). To look beyond the recruiting phase of the Marine Corps' wellbeing, factors contributing to long-term social health should be considered along with screening in mental, moral, and physical domains. Current business practices informally track these social indicators, but nothing is specifically required. The Marine Corps' total social fitness, and thus total Marine Corps resilience, can benefit from tracking traditional HSDG and personnel who participate in one or multiple extracurricular activities. Athletics are by far the most consistent extracurricular activity with a typical Marine lifestyle. However, not every future Marine is required to be a high school athlete, in fact such a requirement would be counterproductive to recruiter relationships inside high schools.⁵⁴ Athletics alone do not necessarily capture the crux most qualified cyber-warfare Marine or the French horn musician. It is recommended athletics, along with other extracurricular activities and traditional HSDG, be tracked as indicators of social resilience not just for MCRC purposes, but for unit commanders and M&RA to make informed recommendations or decisions years beyond recruitment. The remainder of

HQMC can benefit not just from MCRC's market analysis practices, but application of social media as well.

Social Media

Social media is a growing field in which MCRC is leading the remainder of the Marine Corps and other services.⁵⁵ Potential candidates form and sustain their interest in identifying as Marines through social media. Appropriate use of social media assists recruiters with their difficult mission. Lessons learned and data gathered during MCRC's advertising and marketing department's important support mission can potentially assist the operational forces now and in the future.

The increase in digital natives and an advancing technological society help future Marines form their self-chosen identity in the realm of social media. New members of the Delayed Entry Program (DEP), in the Marine Corps referred to as Poolees, access Facebook, Twitter, Pintrist, Instagram and other mobile media platforms to contribute to the Poolee's newly chosen uniqueness. Social identification has a tremendous impact on MCRC's target population of 17 to 24 year of age. Social media becomes a way to engage applicants at their choosing, a way to safely inform individuals in an age group with tremendous hormonal deviations and an under-developed cognition.ⁱ Combining psychology and social identity theory suggest this digital environment sets the conditions of trust and perceived safety. This relative safety disengages the amygdala and allows participation and identity choices at the potential candidate's choosing:

Identification is a permanent, incomplete, and open process of socialization that prompts one to search actively and independently for one's own personality and

ⁱ 17 – 24 year old population group has a wide variance in hormones that drive emotional spikes. Further, the cognitive portion of the brain is not fully developed until mid-twenties.

strengthens the subjective component in the form of self-conception. This identification process is determined by culture and social reality. Thus, identification has both emotional and cognitive components.⁵⁶

The act of liking a Facebook status, re-tweeting, sharing, or other forms of social media interaction, not only sustain an individual's social identity, but reinforce the newly chosen identity through active participation, conditioning the hippocampus and prefrontal cortex.

MCRC's advertising firm, JWT, recently launched a social media *Chaos Campaign* attempting to assist with the annual 12% of tips, or lead generation, created for recruiters from traditional advertising practices. Since the launch of the Chaos Campaign, lead-form submission increased 600%.⁵⁷ The social media reach of Facebook alone has increased 1,334%.⁵⁸ The amount of consumers receiving branded content increased from 662,613 to over 9,500,000.⁵⁹ The national campaign further assisted this media wave by focusing its content by geographic region based on the analysis of hard versus soft power affinity (see Appendix 4).

Greatest potential for future use of these media efforts is the operating forces. During the Chaos Campaign, recruiters received one-on-one social media training.⁶⁰ These skills and applied knowledge are not a niche culture skill germane to recruiting. General Dunford's planning guidance directed the Marine Corps to understand and seize opportunities in the cyber domain.⁶¹ For future operational commanders, both family readiness back home and community relations forward in deployed locations are conclusively linked to social media. Skills of former recruiters, market analyzers, and resource planners must not be lost in the Corps' institutional knowledge. Information Operations (0510) planner Military Occupational Specialty (MOS) can include these

practical social media skills. Expanding the 0510 MOS, or simply creating a local school degree, will inform future unit assignments by Headquarters Marine Corps and give operational commanders a greater understanding their unit capabilities and limitations. MCRC has done a wonderful job attracting personnel through use of social media. One can also argue social media helps retain Poolees at a greater rate once contracted to become part of the Poolee Program. M&RA can share MCRC business rules and information management procedures for retaining the career-Marine populations.

Poolee Program

The lead generations that result in a contract signing and do not ship off immediately to boot camp find themselves enlisting into the Marine Corps Reserve, the USMC's version of the Delayed Entry Program (DEP). The *Enlisted Processing Manual* refers to this group as the "pool of applicants."⁶² Once in the pool, Poolees receive mentorship from their recruiters along with exposure and social interaction with similar-minded and age-comparable peers. Studies of Poolees versus non-Poolees, or direct shippers to boot camp, over time suggest a lower boot camp attrition and higher performance for Poolees. Through this empirical success, time in the pool prior to boot camp may later become a measurable indication of social aptitude that informs the recommendation by operational commanders and decisions by Headquarters on retention and reenlistment. Length in the pool promotes social aptitude in a manner similar to extra-curricular activity

When recruiters "screen to discover," they are looking at the whole person; prior to contracting a Poolee, a screening of the mental, moral, and physical attributes of each and every aspiring Marine is conducted. Higher Armed Forces Qualification Test

(AFQT) scores help recruiters determine mental propensity for the potential applicant to finish recruit training. The higher applicants score on the AFQT, the greater the chance they will finish boot camp.⁶³ Along the same lines of empirical analysis, waivers for previous legal discretions, drug usage, and number of dependents are a few factors in the recruiters' screens. Physical fitness is first measured using and IST. Those who pass the "whole person" litmus test sign their contract to become Poolees.⁶⁴

While a Poolee, an applicant awaiting shipping to one of two boot camps becomes exposed socially to the Marine Corps. The Poolee program executed in accordance with MCRC doctrine becomes the first part of that applicant's transformation process.ⁱⁱ The Poolee program is truly "service after the sale" for a young person who decides to become a Marine, but may be reconsidering that decision.⁶⁵ Through constant interaction, the recruiter becomes a mentor. The mentor reinforces success by grooming and training the Poolee to become stronger, faster, more lean, and knowledgeable. A positive social side effect occurs when the Poolee interacts socially with other aspiring Marines both at MCRC functions and through social media. The Poolees become a part of something bigger than themselves, promoting social-identity theory's thesis of reinforcing long-term resilience. "Participation, relationships, and goals are all characteristics that are the building blocks for developing resilience."⁶⁶

Empirical data exists to validate aforementioned patterns. The more time an applicant remains in the Poolee program, the lower attrition risk that Poolee possess (see appendix 2). Direct shippers, or applicants who contract and ship to boot camp in the

ⁱⁱ Transformation is a term usually exclusively associated with Marine Corps boot camp; however, empirical data suggests that length in the pool program correlates to success at boot camp.

same month, are 5.4% more likely to fail out of boot camp and 10.5% more likely not to finish the first 45 months of their contract than those who spent time in the Poolee program.⁶⁷ While not yet tracked, the time in the Poolee program socially exposes aspiring Marines to other Poolees during physical contact at weekly or monthly functions. Meanwhile, Poolees can rebound from adversity during this period of lifetime transition using their newly-formed positive support system of peers.

Social identity theory is based upon the “result of the processes of identification with other group members.”⁶⁸ This is exactly what occurs in the Poolee program by reinforcing an applicant’s decision to identify as a future-Marine. This social exposure creates a more resilient applicant who, after joining the Poolee program, is now statistically predetermined to self motivate in the face of adversity. These Poolees become motivated by a positive choice and motivation remains sustained through the initial part of a growing support system. Further, psychology suggests this social exposure makes a Poolee more likely to self-correct or self heal after confronting adversity. Meeting today’s accession mission with today’s standards will ensure a ready force for the current fight; however, screening for social aptitude will build a foundation of individuals who can fight and win both the next fight and the subsequent fight a generation from now.

Conclusion

The US Marine Corps scrutinizes the whole person concept to attract the most qualified of America’s youth to become US Marines. The practices currently in place “screen to discover” and continue to reduce attrition rates and attract the most mentally, morally, and physically capable candidates to become Marines.⁶⁹ Both historic and new

programs, such as the Poolee program and social media, contribute to MCRC's success. These two programs have a greater impact on attrition, performance, and success beyond just shipping, contracting, and boot camp attrition. An individual's social identity is forged by personal contact and storytelling with the recruiter, common experiences with fellow Poolees, and both physical and social-media interactions with both. Effects of these contributions to one's personal identity as a US Marine endure long beyond entry-level training. Spanning the length of an enlistment, there will be linkages between time in the Poolee and social media interactions to career performance and potential for reenlistment. The social domain of an individual's recruiting phase does not stop when the bus arrives at the yellow footprints at the Marine Corps Recruit Depots. The social domain of the recruiting phase is the first of many steps in social identity that informs future performance, reenlistment, and the transition to a quality citizen.

Social Domain After the Yellow Footprints

The social domain of resiliency remains relevant to the mission of the Marine Corps after recruits are shipped off to boot camp. Social identity theory scientifically provides concrete insight into what others mysteriously refer to as "transformation" in the Marine Corps. The transformation of a recruit into a Marine is sustained into the Operating Forces through unit reception ceremonies held for the newly arrived Marines. Ultimately the driving force for human performance in the operating forces, which weaves together all domains of resiliency in practical experience, is the engaged-leadership of the new Marine's command. Engaged leadership acts as a catalyst for positive action, the art of reaching into a Marine's soul and tapping into his or her

potential based that individual's ability to contribute positively to a larger group as a team player.

Self-identification as a member of a team is introduced with the Marine Recruiter, but ultimately reinforced through "Transformation" and the social identity theory. Social identity is "generated, confirmed, and transformed in the process of interactions between groups and individuals; it is a dialectic between similarity and difference."⁷⁰ Marine Corps Boot Camp emphasizes the inherent similarities between fellow Recruits. Loss of personal liberties, cell phone, unique haircuts, and even loss of the use of first person are some factors that emphasize this likeness. Recruits end up relying on, and ultimately identifying with, each other's shared experiences. Deprivation of an individual's freedom of choice creates behavior where individuals quickly learn a "determined behavior on the basis of group norms, goals, and beliefs."⁷¹ Culminating when physical exhaustion and mental stress are at a peak, the autonomic system relies on the frontal cortex for synthesis to prevent parasympathetic behavior. In this moment, recruits transform. The receipt of the new Marine's first Eagle, Globe, and Anchor is punctuated with song and title. The entire emblem ceremony experience results in storage of a positive emotional memory associated with feeling tired, hungry, and exhausted. Great effort is put into ensuring this transformation is sustained into the operating forces.

We must ensure that our newest Marines fully understand and appreciate what the Marine Corps represents and that, by becoming members of the world's fighting elite, they uphold the sacred trust we have with our great nation and with each other. The transformation is designed specifically to contribute to the making of this kind of Marine.⁷²

Units throughout the Marine Corps sustain this transformation for new Marines by holding welcome aboard ceremonies, which include a mentor system, careful selection and assignment to barracks rooms, parent orientation, and final formation as a member of

their new team. New Marines quickly enjoy fulfillment toward human needs of self-esteem, personal fulfillment, cultural security, and participation.⁷³

While in the Operating Forces new Marines become part of the latest initiatives to promote social resiliency and overall preservation of the force. In November 2014, the 31st Executive Force Preservation Board (EFBP) unveiled new programs, such as the Marine Intercept Program (MIP), designed to mitigate the period of lower social identity between units, and provides a “warm hand-off of Marines between commands.”⁷⁴ The EFPB discussed intentions of improving use of social media and smart phone applications. Marine Total Fitness (MTF) concept is the most comprehensive acknowledgement of the social domain of resiliency. MTF balances mind, body, spirit, and social cords to, “provide unifying approach to institutionalize resiliency and enhance readiness through policy, practices, tools, and resources.”⁷⁵ MTF breaks social factors down into six categories: family cohesion, social support, unit cohesion, financial awareness, and law-abiding.⁷⁶ An MTF program that “enables a cohesive ready force and promotes long-term health and well being among Marines attached Sailors is the Combat and Operational Stress Control (OSCAR) program.”⁷⁷ MTF exists as “a critical vulnerability for all units.”⁷⁸ All these programs exist to support the operational Commander’s accomplishment of mission and preservation of the force.

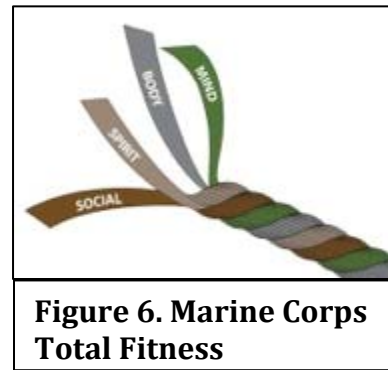


Figure 6. Marine Corps Total Fitness

An engaged-leader obtains the composition of a person’s stored emotional memory more effectively than a Magnetic Resonance Imaging (MRI) test or a psychologist. The leader leverages fleeting opportunities to tap into a service member’s

social aptitude; understanding motivations and cognitions that make an individual become a more valued member of the team or unit. Further, an engaged-leader knows how to form a team out of the various personnel in his or her unit. “To foster unit cohesion” writes MCRP 6-11D, “we strive to form close-knit teams early, at the skill producing schools. We try to keep these teams of Marines together through their first enlistment.”⁷⁹ Engaged-leaders build their team by putting the right individuals in appropriate jobs. The better engaged commanders know their Marines, the easier teambuilding becomes. Counseling sessions are the first of many opportunities that engaged commanders have to tap into an individual’s interests and fears on a more intimate level.

Marines are more apt to perform duties required to become a more valued member of a unit when those tasks and the purpose are communicated to him or her. MCO 1610.7F, Performance Evaluation System dictates, “The RS and MRO must meet at the beginning of the reporting relationship (within the first 15 days) to establish and formalize the MRO’s billet description.”⁸⁰ There is no shortage of counseling tools available to operational commanders: NAVMC 2729, USMC User’s guide to Counseling; NAVMC Directive 1500, Marine Corps Mentoring Program Guidebook; and MCO 1500.58 Marine Corps Mentoring Program (MCMP). For units falling short of the spirit of directives, good unit commanders reinforce the necessary purpose of these orders and directives. In May of 2011, RCT 7 Commander, then Colonel Austin Renforth, issued Policy Letter 2-11, directing the scope, format, and frequency of counseling sessions.⁸¹ For this, and many other reasons, RCT 7 completed a historic deployment in 2012 to 2013 involving one of the most complex insurgencies the United States has ever

faced.ⁱⁱⁱ Counseling sessions also provide the Commander an opportunity to engage in a positive re-enlistment conversation with a desired Marine.

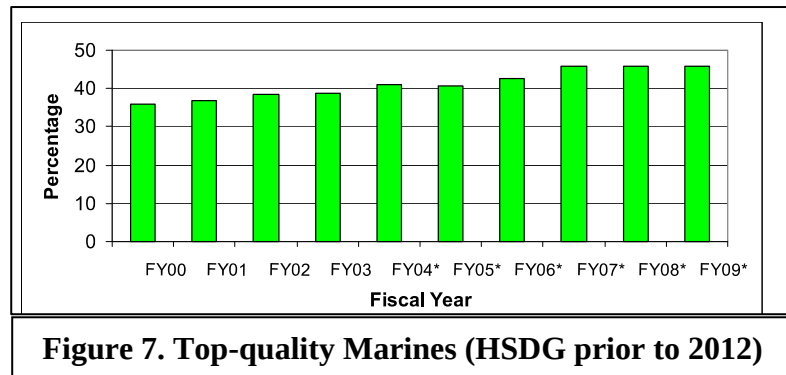
Typical first-term Marines join their units after entry-level training and deploy twice.⁸² At the conclusion of their first term, Marines must decide to reenlist or transition back to the civilian sector. A number of factors drive reenlistment criteria, such as available manpower boat spaces and the individual Marines competitiveness. Over time, the Center for Naval Analysis (CAN) has determined initial top-quality Marines end up reenlisting at a higher rate than those who enlisted in lower categories. This category includes Tier I (AFQT > 50%) as well as a high school diploma.

Table 1. Top-quality Marines constitute a higher share of reenlistees than of separators										
	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Separated	34	35	37	37	39	39	40	42	43	41
Reenlisted	40	42	42	44	46	46	48	51	49	53

a. In today's wartime environment, some Marines are unable to take the PFT. About 25,17,21,26,33, and 28 percent of the FY04 to FY09 populations, respectively, had Class 9 PFTs, which indicates that they were in combat and did not take the PFT. These records are not included in the calculations.

ⁱⁱⁱ Individual battalions deployed subsequently as GCE of the MEB, but never again as as a RCT or as a GCE for a MEF(Fwd).

Prior to the 2012 change in criteria, traditional high school graduates were noted during the recruiting phase to be less likely to attrite out of boot camp and entry-level training. At the end of the first term of the Marine's career, these HSDG are more likely to reenlist than separate.⁸³ A correlation exists between



individuals who undergo the social experience of high school than those who are home-schooled or receive a degree in an alternative program. Comparing time in the Delayed Entry Program to reenlistment can help to determine if time in the Poolee program also contributes to reenlistment statistics.

After the Yellow Footprints, the social domain of resiliency is even more important than during recruiting. During the transformation process, Marines are stripped of individuality and forced to rely on those Marines to their right and left. The punctuation of the emblem ceremony provides synthesis for the stored emotional memory of exhaustion, hunger, and deprivation to accomplish the group's goals sharing that common experience of earning the title "Marine." The transformation is sustained into the operating forces where programs exist to sustain the social domain. Ultimately, engaged leadership binds the conditions set for social resilience. Engaged leadership enforces counseling sessions, fosters a command climate and, ultimately, makes informed recommendations about retention of those who will remain in the Marine Corps.

Conclusion and Recommendations

Executing his statutory duty to train, man and equip the Marine Corps, in January 2015, the current Commandant of the Marine Corps called for a change in the traditional manpower practices that promote personnel stability to “develop true cohesion, enhance esprit de corps, and better balance readiness.”⁸⁴ Further, General Dunford recently suggested psychological screening to augment “our testing of physical and mental aptitude.”⁸⁵ From recruiting to retention, the US Marine Corps must adopt programs to capture and manage information about individual’s social aptitude.

Indicators of social metrics previously captured in recruiting data prior to fiscal year 2012 suggest social metrics have an impact on a recruit’s propensity to perform well and finish entry-level training. Further reenlistment research suggests social factors contribute to reenlistment and longevity in the manpower system. To achieve the demanding ends the Commandant provided in his guidance, three changes to capture social aptitude should be made. First, more research from CNA is required to formalize and implement MCRC screening to replace the social intangibles lost with change to HSGD in the 2012 NDAA. Second, the recorded aptitude must be shared between MCRC and Manpower and Reserve Affairs (M&RA) to best inform retention decisions for the top-quality metric of HSGD recorded pre-2012 change to HSDG population. Lastly, programs at HQMC to address resilience must be delegated to the operational commanders to serve as leadership tools rather than the existing administrative burdens. The future Marine Corps will soon experience increased operational tempo. Newly transformed Marines and HQMC programs are only support efforts of the true catalyst of harnessing human potential, engaged-leadership.

The fiscal climate is declining fast with no forecast of a changing trajectory. Tomorrow's Marine units will have to do more with less. To be most ready when the nation is least ready, the Marine Corps requires the most resilient force tomorrow and twenty years from tomorrow. The key to this success is reevaluating the manner in which the total force calculates social aptitude and views the social domain of resiliency.

Table 1. Attrition rates among Marine recruits accessed from FY80 through FY11^a

	Bootcamp attrition		First-term attrition after bootcamp	
	Raw average	With controls	Raw average	With controls
AFQT category I	9.7%	9.4%	14.2%	11.4%
AFQT category II	11.1%	10.4%	17.9%	15.1%
AFQT category IIIA	12.5%	11.7%	20.6%	17.2%
AFQT category IIIB	13.6%	12.8%	21.8%	18.8%
AFQT category IV	16.4%	13.5%	18.7%	17.6%
High school diploma graduate	11.6%	11.2%	18.9%	16.5%
Other Tier 1 credential	12.8%	12.2%	17.9%	16.4%
Tier 2 credential	19.7%	17.3%	29.7%	25.1%
Felony waiver	12.6%	11.8%	22.9%	20.6%
Drug waiver	12.7%	12.1%	21.1%	19.2%
Dependents waiver	15.9%	14.4%	18.9%	15.5%
Other waiver	13.3%	12.1%	17.2%	14.9%
No waivers	10.2%	10.9%	15.6%	14.6%
0 months in the DEP	17.0%	14.4%	24.5%	20.0%
1 month in the DEP	15.4%	13.8%	22.7%	19.2%
2 months in the DEP	13.7%	12.6%	20.9%	17.8%
3 months in the DEP	12.7%	11.9%	19.4%	16.4%
4-6 months in the DEP	11.3%	10.9%	18.1%	15.7%
7-12 months in the DEP	9.7%	9.6%	17.7%	15.3%
>5% over weight limit	17.6%	14.9%	22.2%	18.2%
3-5% over weight limit	14.0%	13.6%	19.8%	17.1%
0-3% over weight limit	14.1%	13.2%	19.7%	16.6%
0-5% under weight limit	12.8%	11.8%	19.3%	16.4%
5-10% under weight limit	12.2%	10.6%	19.3%	16.4%
10-15% under weight limit	11.2%	10.4%	19.1%	16.1%
15-20% under weight limit	10.9%	10.3%	19.8%	16.5%
20-25% under weight limit	11.1%	10.5%	20.0%	16.8%
25-30% under weight limit	11.9%	11.6%	20.2%	17.2%
>30% under weight limit	14.1%	14.5%	19.6%	17.0%
Open contract	15.6%	13.4%	21.3%	17.1%
Enlistment program	11.0%	11.2%	18.0%	16.7%
High quality (Tier 1 and AFQT I-III A)	11.0%	10.7%	17.8%	15.4%
Low quality	14.4%	13.0%	22.6%	19.1%

a. Source: CNA Street-to-Fleet database assembled from Marine Corps Recruiting Information Support System (MCRISS) and ARSTATS transaction files. First-term attrition after bootcamp is the probability that a recruit completes bootcamp but then attrites before the end of the first term, and it is calculated by subtracting bootcamp attrition rates from first-term attrition rates.

Budget Authority in the Department of Defense's Base Budget

Billions of 2014 Dollars

	2000	2014	Change, 2000 to 2014	Percentage Change, 2000 to 2014
Military Personnel				
Basic allowance for housing	8.2	19.1	10.9	133
Basic pay for active-duty personnel	43.4	51.6	8.2	19
TRICARE for Life accrual charge (Medicare Eligible Retiree Health Care Fund)	0	7.3	7.3	n.a.
Concurrent receipt (Mandatory)	0	6.3	6.3	n.a.
Reserve and Guard personnel	12.5	17.6	5.1	41
Retirement pay accrual charge	15.0	19.5	4.5	30
Basic allowance for subsistence	3.5	4.1	0.6	17
Other military personnel costs	15.1	16.7	1.7	11
Subtotal	97.7	142.3	44.6	46
Operation and Maintenance				
Defense Health Program O&M costs	16.3	32.7	16.4	101
Fuel (Based on DLA energy sales)	4.0	14.2	10.1	252
Base operating support	19.5	21.3	1.8	9
Facilities sustainment, restoration, and modernization	6.4	6.2	-0.2	-3
Other O&M costs	97.7	119.1	21.4	22
Subtotal	143.9	193.5	49.6	34
Acquisition				
Procurement	72.7	92.4	19.7	27
Research, development, test, and evaluation	51.2	62.8	11.6	23
Subtotal	124.0	155.2	31.3	25
Smaller Appropriations				
Military construction	6.8	8.4	1.6	24
Family housing	4.7	1.4	-3.3	-70
Revolving funds	9.7	2.2	-7.5	-77
Trust funds, receipts, and other accounts	-2.3	-1.3	1.0	42
Subtotal	18.8	10.7	-8.1	-43
Total Budget Authority	384.5	501.7	117.3	31
Memorandum:				
Total civilian compensation	55.5	75.2	19.7	35
Estimated civilian compensation in O&M accounts	48.8	66.2	17.3	35
BAH and family housing	12.9	20.5	7.6	59
O&M and revolving funds	153.6	195.7	42.1	27

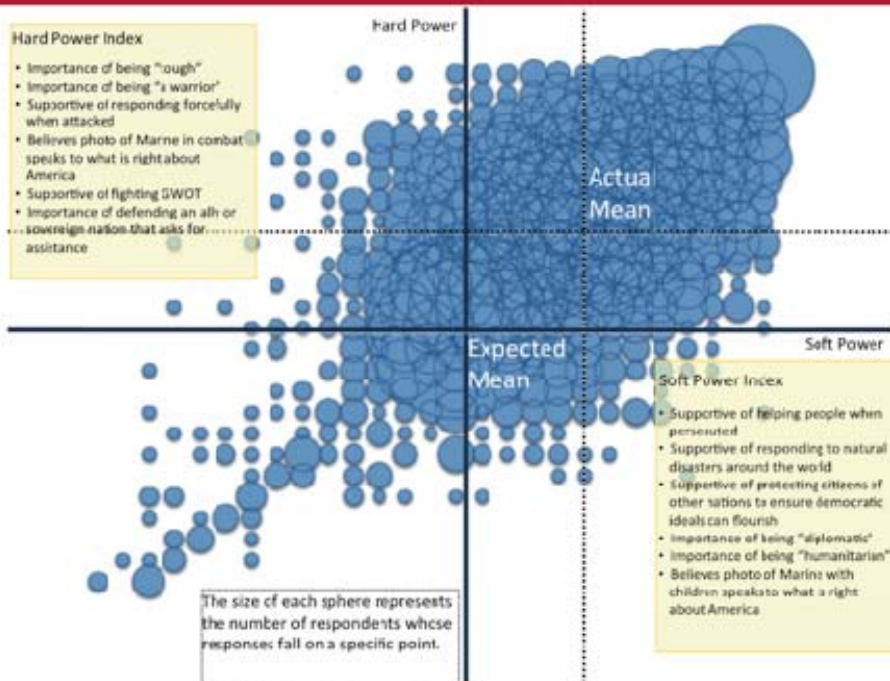
Source: Congressional Budget Office.

Notes: Values for 2000 are actual. Values for 2014 are budget authority for enacted appropriations and for estimated mandatory spending.

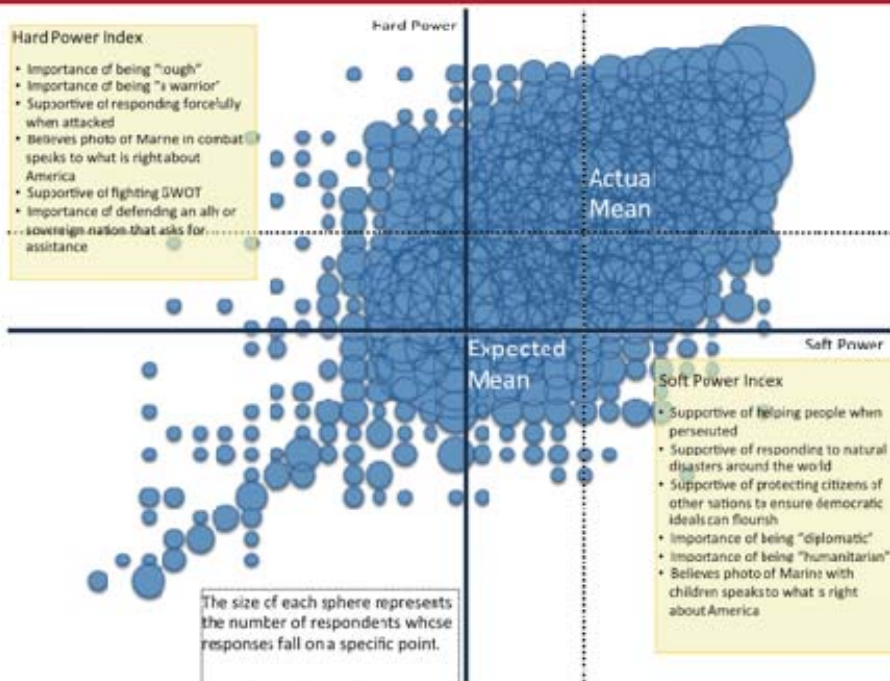
Reserve and Guard personnel costs exclude TRICARE for Life and retirement accrual charges, which are included in the totals for those accrual charges.

n.a. = not applicable; O&M = operation and maintenance; DLA = Defense Logistics Agency; BAH = basic allowance for housing.

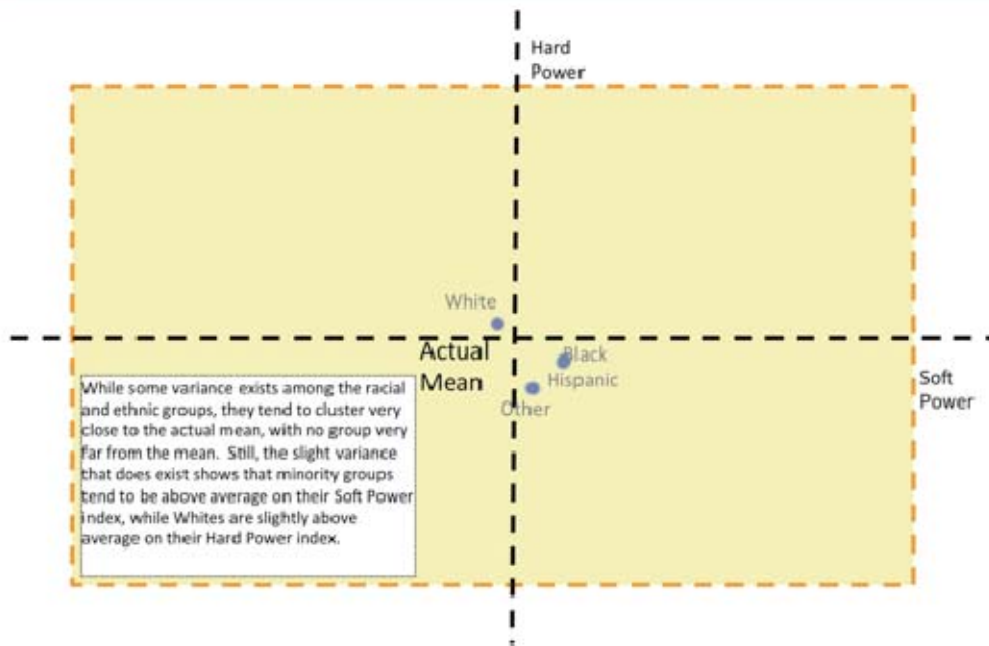
Hard and Soft Power Indices: Males



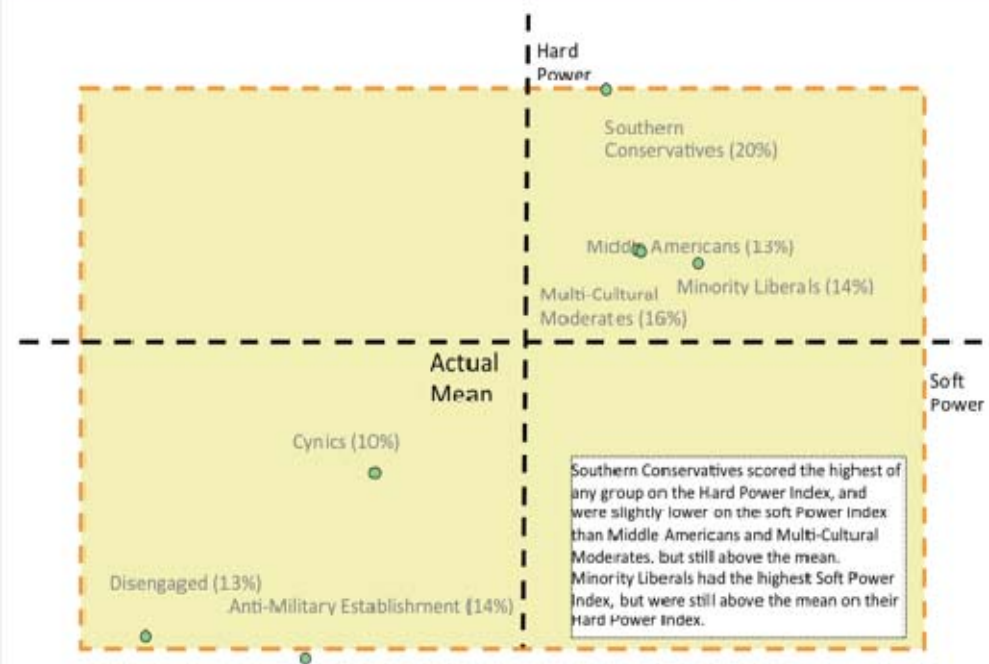
Hard and Soft Power Indices: Males



Hard and Soft Power Indices: Race



Hard and Soft Power Indices: Segmentation



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³⁸ US Census Bureau 2010.

<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

³⁹ Department of Health and Human Resources

<http://www.cdc.gov/obesity/data/childhood.html>

⁴⁰ Recruiting and Retention: An Overview of FY2010 and FY2011 Results for Active and Reserve Component Enlisted Personnel **CRDC-Id: CRS-2012-FDT-0236 Document Date: March 30, 2012 Agency: Foreign Affairs, Defense, and Trade Division (CRS) Agency Publication Number: RL32965 Length: 20 p. Permalink: HTTP://congressional.proquest.com.lomc.idm.oclc.org/congressional/docview/t21.d22.crs-2012-fdt-0236?accountid=14746**

⁴¹ Section 532 of the National Defense Authorization Act

⁴² Corhu, 36

⁴³ Corhu, 37

⁴⁴ Corhu, 7

⁴⁵ Corhu, 36

⁴⁶ Corhu, 36

⁴⁷ Corhu, 27

⁴⁸ Corhu, 37

⁴⁹ Corhu, 42

⁵⁰ Dr. William P. Nash, M.D. “The Warrior Brain” (Medical Director, Semper Fi Odyssey), slide 5

⁵¹ Charles Boyd’s OODA loop <http://www.hroarr.com/the-ooda-loop-hema/>

⁵² Corhu, 44

⁵³ Corhu, 74

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- ⁵⁴ Major General Mark Andrew Brilakis (Commanding General, Marine Corps Recruiting Command) interview by Major Brian O'Shea, USMC on January 16, 2015
- ⁵⁵ Chaos Campaign, JWT
- ⁵⁶ Karina Korostelina. *Social Identity and conflict; Structures, Dynamics, and Implications* (New York, NY: Palgrave MacMillin, 2007), p18
- ⁵⁷ JWT website. <https://www.jwt.com/en/atlanta/work/socialscaling/> awaiting study with greater fidelity from MCRC and JWT.
- ⁵⁸ JWT website. <https://www.jwt.com/en/atlanta/work/socialscaling/> awaiting study with greater fidelity from MCRC and JWT
- ⁵⁹ JWT website. <https://www.jwt.com/en/atlanta/work/socialscaling/> awaiting study with greater fidelity from MCRC and JWT
- ⁶⁰ Ibid.
- ⁶¹ General Joseph Dunford, CPG, 11
- ⁶² MCRC Volume I, MCO 1100.1 Marine Corps Recruiting Command (Quantico, VA) November 9, 2011
- ⁶³ CNA Memorandum for the CG, MCRC, p7
- ⁶⁴ MCO enlisted procurement manual
- ⁶⁵ Mr. Wittle, Steve (Assistant G-3 for operations at Marine Corps Recruiting Command), interview by Major Brian O'Shea, USMC on January 9, 2015
- ⁶⁶ Eric Cohu. 2005. "Participation in Athletics and Development of Certain Traits Related to Resiliency Theory." Order No. 3197274, Union University.,
- ⁶⁷ Street to Fleet study, P 17
- ⁶⁸ Karina Korostelina. *Social Identity and conflict; Structures, Dynamics, and Implications* (New Yourk, NY: Palgrave MacMillin, 2007), p23
- ⁶⁹ Center for Naval Analysis (CNA) graph. (see table ?)
- ⁷⁰ Karina Korostelina. *Social Identity and conflict; Structures, Dynamics, and Implications* (New York, NY: Palgrave MacMillin, 2007), p23
- ⁷¹ Korena Karina Korostelina. *Social Identity and conflict; Structures, Dynamics, and Implications* (New York, NY: Palgrave MacMillin, 2007), p23. Social Identity as social Phenomenon and scientific Concept.
- ⁷² United States Marine Corps *MCWP 6-11D Sustaining the Transformation*.
- ⁷³ Sandra Marker, *Unmet Human Needs*. 2003.
- ⁷⁴ MARADMIN 601/14 Thirty-First Executive Force Preservation Board Results. November 18, 2014.
- ⁷⁵ HQMC M&RA (MF) ACMC MTF information brief January 27, 2014.
- ⁷⁶ HQMC M&RA (MF) ACMC MTF information brief January 27, 2014, slide 7.
- ⁷⁷ Commandant of the Marine Corps, *Combat and Operational Stress Control (OSCAR) program* MCO 5351.1, February 22, 2013.
- ⁷⁸ HQMC M&RA (MF) ACMC MTF information brief January 27, 2014, slide 2 speaker notes.
- ⁷⁹ MCRP 6-11D *Sustaining the Transformation*., 24
- ⁸⁰ Commandant of the Marine Corps, *Performance Evaluation System (Short Title, PES)* MCO 1610.7F with change 2, November 19, 2010, Annex D, Page 1
- ⁸¹ Brigadier General Austin Renforth (Commanding General, Marine Corps Training Command), interview by Major Brian O'Shea, USMC on January 16, 2015

⁸² MCTF PowerPoint slide.

⁸³ Memorandum for Director, Manpower Plans and Policy Division, Manpower & Reserve Affairs, Subj: FTAP FY09: What Has Happened to Quality? CME D0022452.A1 /March 17, 2010

⁸⁴ Section 5043, Title X United States Code and General Joseph Dunford, *Commandant's Planning Guidance* (Washington, DC: 2015), 8

⁸⁵ Dunford, 7

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