

MARINE CORPS THESIS RESEARCH
WORKING GROUP CHARTER

1. Situation. This charter establishes the Marine Corps Thesis Research Working Group (TRWG) in order to leverage the Naval Postgraduate School (NPS) student body to do relevant, cost-effective Marine Corps research. Marine Corps research and analysis is performed by numerous agencies with no single organization designated to provide oversight or focus effort. The Marine Corps Combat Development Command (MCCDC) periodically releases a Science & Technology Strategic Plan in order to provide some unity of effort. This decentralized approach may lead to: redundancy or duplication of effort; expenditure of precious resources on relatively costly external contractors; and leave some less costly organic research assets underutilized. The TRWG is a standardized, systematic vehicle to leverage NPS and provide oversight for proposed Marine-relevant research to be performed at NPS. The TRWG executes the vital role of focusing our short and mid-term research efforts (6 months to 5 years) at NPS. The TRWG does not replace traditional, independent, external processes like Broad Area Announcements sent out by the Office of Naval Research (ONR) or internal analysis programs like the Call for Studies, but rather to complement these efforts.

a. Organization. The Marine Corps TRWG consists of three separate process entities: the Executive Research Board (ERB), the TRWG meeting, and the Sponsor Sub-Groups (SGs). Commanding General, Education Command (CG, EDCOM) is the Executive Agent for the entire TRWG process.

(1) The Executive Research Board (ERB). The ERB consists of at least one O-6 (or equivalent) representative from DC CD&I, DC Aviation, DC PP&O, DC MR&A, DC I&L, DC P&R, CG TECOM, Director of Intelligence, Director C4, MCSC, ONR, MCWL, E20, and SMR NPS. The ERB will be chaired by CG, EDCOM. These organizations comprise the current list of Marine Corps analysis or Research Sponsors. This body reviews, validates, and recommends assignment of resources to theses, projects, or broad area studies in order to address Marine Corps research requirements.

(2) Thesis Research Working Group (TRWG). The Research Sponsors highlighted above will each send representatives to participate in the TRWG. The TRWG is both the name of the working group and the name of the semi-annual meeting held at NPS. This is where most of the working group processes are executed and theses, projects, or broad area studies will be chosen.

(3) Sponsor Sub-groups (SGs). The SGs are essentially breakout sessions for detailed discussions and research refinement during the semi-annual TRWG meeting. The SGs are comprised of personnel from Research Sponsor organizations, NPS Students, and Faculty. This is where the Research Sponsor's challenges will be scoped into theses, projects, or broad area studies.

b. Other TRWG Organizations.

(1) TRWG Secretariat. This organization will consist of personnel from Marine Detachment NPS. The Secretariat is for management, organization, and execution of the TRWG process.

(2) Research Team. Teams designated, through a collaborative effort between the Sponsor SG and NPS students or faculty and reviewed by the ERB, to research or analyze a board area. Research Teams will generally produce multiple theses and may require greater NPS faculty and sponsor involvement. A Research Team is more enduring than a Thesis Team.

(3) Thesis Team. Teams designated, through a collaborative effort between the Sponsor SG and NPS students or faculty and reviewed by the ERB, to research or analyze a single, discreet, well-scoped topic. A Thesis Team produces a single thesis.

2. Mission. Semi-annually the Thesis Research Working Group will convene aboard NPS as a forum for communicating, reviewing, validating, and recommending Marine Corps' research challenges for study in order to effectively leverage NPS as an existing research asset.

3. Execution.

a. Intent. **Purpose:** TRWG is to provide an oversight body made up of research stakeholders (a.k.a. sponsors) from across the Marine Corps to communicate, review, validate, and recommend approval of specific research, theses, projects, and broad area studies for NPS students. **End State:** Upon completing of the TRWG process Marine Corps leadership will be informed of those research theses, projects, or broad area studies that will be executed by NPS students and faculty on behalf of Marine Corps' sponsors and/or stakeholders.

b. Concept of Operations. The TRWG convenes semi-annually. The TRWG and ERB meetings will be announced via MARADMIN. The 3-day TRWG meeting will be held at NPS. The 1-day ERB meeting will be held at the Marine Corps University aboard Marine Corps Base (MCB), Quantico. The entire TRWG process is graphed in the accompanying flow chart on page 8 of this charter.

Fifteen days prior to the TRWG meeting, the Sponsor SGs will forward a comprehensive list of research topics or challenges to the TRWG Secretariat for compiling. The first day of the TRWG meeting will include a plenary session and SG breakout sessions. During the plenary session, the Sponsor SGs will brief current research challenges and potential thesis topics to NPS students, staff, and faculty. A series of breakout sessions, named after the Sponsor SG, will follow the plenary session. During the breakout sessions, the sponsor, NPS students and faculty can discuss the scope potential research efforts. The following day, each Sponsor SG will conduct in-progress review of proposed or previously established Research or Thesis Teams. On the final day, each Sponsor SG will provide a summary of their research subject, abstract, and plan of objectives and milestones (POA&M) briefed out by NPS students and/or faculty to the Research Sponsors in a final plenary.

Two weeks after the TRWG adjourns, the ERB convenes to validate, review, and recommend assignment of resources to Research Proposals generated at the TRWG meeting. The summarized results of the ERB will be briefed formally through Training and Education Command (TECOM) to the Deputy Commandant for Combat Development and Integration (DC for CD&I) and informally through the research sponsors to their respective DC or equivalent. The DC for CD&I may direct briefing certain TRWG research elements up through the Marine Corps Resource Oversight Council (MROC) as needed.

c. Tasks.

(1) RESEARCH SPONSORS (DC for CD&I, DC for Aviation, DC for PP&O, DC for MR&A, DC for I&L, DC for P&R, CG TECOM, Director of Intelligence, Director C4, MCSC, ONR, MCWL, E2O, and other research and analysis agencies) will:

(a) Appoint an SG lead, in writing, and file appointment letter with the TRWG Secretariat.

(b) Provide a compiled formatted list of research challenges to the TRWG Secretariat NLT 15 days prior to the TRWG meeting; the designated SG Lead will perform this function.

(c) Identify and inform the TRWG Secretariat NLT 15 days prior the appropriate sponsor representatives to participate in the TRWG.

(d) Send the appropriate sponsor representatives from their respective organizations who can adequately articulate the Sponsor's research challenges, make decisions for the Sponsor, and lead the designated SG.

(e) Provide Briefer and briefing of the Sponsor's research challenges during TRWG plenary session and be prepared to discuss in detail during SG break out sessions.

(f) Provide the necessary travel funding for their sponsor representative to participate in TRWG process.

(g) When directed, provide a brief of their particular research challenges to the TRWG plenary session.

(h) Provide after action input to the TRWG Secretariat IOT improve the TRWG process.

(i) Appoint an O-6 (or equivalent) to be their ERB representative, in writing, and file appointment letter with the TRWG Secretariat. The ERB Representative will sponsor the TRWG process but does not necessarily need to be present and participate in the TRWG/SG.

(j) Brief out ERB results to the appropriate sponsor DC as necessary.

(k) Take responsibility for all management of research thesis, projects, or broad area studies that result from the TRWG process.

(l) Track or measure the effectiveness of particular research projects or research/thesis teams.

(m) Brief out board recommendations and the content of the semi-annual ERB report with their respective DC(s).

(2) COMBAT DEVELOPMENT AND INTEGRATION will provide a briefer and briefing that will cover the future concepts and the way ahead for the Marine Corps using a 15-20 year time horizon.

(3) EDUCATION COMMAND will:

(a) Execute the duties of Executive Agent throughout the TRWG process.

(b) Provide oversight and supervision of the TRWG Secretariat, as necessary.

(c) Provide a venue for the ERB meetings.

(d) Coordinate briefing times and locations for out briefs of the semi-annual ERB report to CG, TECOM and DC for CD&I.

(4) EXECUTIVE RESEARCH BOARD will:

(a) Convene to review, validate, and recommend Sponsor support of the proposed research projects, theses, or broad area studies, NLT 20 days after the closing date of the TRWG meeting.

(b) May convene either formally, by video teleconference, or through electronic staffing, this decision will be made by the Chairman on the advice of the EDCOM Staff and NPS Senior Marine.

(c) Provide governance over the TRWG process and oversees the compiling & review of research topics, theses, projects, and broad area studies to be undertaken by NPS students and faculty.

(d) Oversee the execution, tasking, and composition of the TRWG and SGs.

(e) Verify that proposed research is relevant, not duplicative, tied to Commandant's Planning Guidance, Marine Corps Science and Technology Objectives, Chairman Joint Chief of Staff Planning Guidance, Department of Defense (DoD), Strategic Guidance, or other strategic initiatives.

(f) Minimize any administrative or other burdens associated with performing their oversight & review functions.

(g) Approve the establishment and tracking of measures of effectiveness (MOE) related to the TRWG process.

(h) Ensure all Marine sponsored NPS science & technology, research & development, policy & analysis, and any other type of inquiry or research effort will be reviewed, validated, and recommended for resourcing, if necessary, to the sponsor.

(i) Forward the semi-annual ERB report to the DC for CD&I via CG TECOM.

(5) THESIS RESEARCH WORKING GROUP will:

(a) Review the comprehensive, formatted list of analysis or research challenges from each Sponsor SG in plenary session.

(b) Provide guidance to the SGs, as necessary.

(c) Oversee, review, and forward Thesis or Research Proposals from the SGs to the ERB.

(6) SPONSOR SUB-WORKING GROUPS will:

(a) Use the compiled list of research topics from the given Research Sponsor organization as a point of departure for scoping SG recommended research.

(b) Oversee and approve the forming of Thesis or Research Teams.

(c) Utilize Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, and Cost (DOTMLPF-C) construct when scoping research thesis, projects, and broad area studies.

(d) Utilize the formatted templates provided by the TRWG Secretariat to properly scope and define each SG for Research Subject, Abstract, and Plan of Objectives and Milestones (POA&M) for the Thesis or Research Teams established during the SG meetings.

(e) Utilize Commandant's Planning Guidance, Marine Corps Science and Technology Objectives, Chairman Joint Chief of Staff Planning Guidance, Department of Defense, Strategic Guidance, or the ONR Science and Technology Campaign Plan IOT scope thesis, projects, or broad area studies.

(7) TRWG SECRETARIAT will:

(a) Provide the appropriate format for the letters of appointment to Research Sponsors.

(b) Provide formatted templates for TRWG presentations of research challenges to the Research Sponsor SG Lead NLT 60 days prior to the TRWG meeting.

(c) Designate NPS students to serve as SG Facilitator or Secretary, these responsibilities will be defined and provided to the student NLT 30 days prior to the semi-annual TRWG meeting.

(d) Develop formatted templates to provide to each SG for Research Subject, Abstract, and Plan of Objectives and Milestones (POA&M) for the Thesis or Research Teams established during the SG meetings.

(e) Coordinate meeting locations aboard NPS for TRWG and all designated SGs.

(f) Ensure all appropriate NPS faculty, sister-service, and foreign students are invited.

(g) Ensure all Marine NPS students are informed of their responsibility to attend and participate in the TRWG and incumbent SGs.

(h) Plan, coordinate, and execute all TRWG related events (i.e. ERB, TRWG, SGs).

(i) Execute ERB NLT 20 days after the closing of the semi-annual TRWG meeting.

(j) Develop MOEs for the TRWG process and submit to the ERB for approval.

(k) Lead, manage, and coordinate the execution of the TRWG process.

d. Coordinating Instructions.

(1) The semi-annual TRWG and ERB meetings will be announced via MARADMIN.

(2) Format for TRWG products will be distributed immediately after the TRWG/ERB convening message is released.

(3) All Thesis or Research Proposals are due to the ERB Secretariat 2 days prior to the first day of the ERB meeting.

(4) Research or Thesis Teams are responsible for submission to the TRWG Secretariat. The TRWG Secretariat is available to provide courtesy reviews if requested by Research/Thesis teams.

(5) Other research oversight organizations, should they exist, will not duplicate the efforts of the ERB.

(6) Each member of the ERB will have one equal vote on all matters brought before it.

(7) Approved topics, SG leads, and other results may be published via MARADMIN as necessary.

(8) In certain cases, projects or results may be forwarded to the MROC by any of the Deputy Commandants.

4. Administration and Logistics.

a. Research reviewed, validated, and recommended through the TRWG process will be funded and/or resourced, as necessary by the sponsor organization. ERB recommendations assure the Research Sponsor that the work is relevant, non-redundant, cost effective, and worthwhile.

b. Research Sponsors will be responsible for research funding, if necessary, that result from the TRWG process.

c. Travel and other expenses associated with attending TRWG meetings will be funded by the sponsor organization.

d. DOTMLPF-C analysis and justification of the TRWG construct is on file and available from the NPS SMR.

5. Command and Control.

a. Command.

(1) The ERB will serve in an advisory capacity to the DC CD&I.

(2) The Commanding General, TECOM, is designated as the lead agent for the establishment and conduct of all TRWG processes. Subsequently, CG TECOM has designated CG, EDCOM as the Executive Agent for the TRWG Process.

(3) The Lead Agent designated the Commanding General, EDCOM, as the Executive Agent responsible for TRWG execution and will chair the ERB meeting.

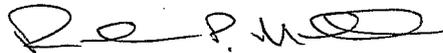
(4) Marine Corps University, NPS, MCWL, and ONR are Executive Co-sponsors for the semi-annual TRWG meeting.

(5) Research Sponsors are responsible for all research projects undertaken as a result of the TRWG process(es).

b. Control.

(1) Research Sponsors or Sponsor SGs are responsible for all oversight related to research projects undertaken under the TRWG process.

(2) Changes to this charter can be proposed by the ERB and are subject to the approval of DC CD&I.



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