

**PERFORMANCE WORK STATEMENT (PWS)
FOR THE
MARINE CORPS UNIVERSITY (MCU) AND
COLLEGE OF DISTANCE EDUCATION AND TRAINING (CDET)
ACADEMIC SUPPORT SERVICES CONTRACT**

1.0. Background.

The Marine Corps University (MCU), College of Distance Education and Training (CDET) is located at MCB Quantico, VA. The CDET mission is to design, develop, deliver, evaluate, manage, and resource distance learning products and programs across the training and education continuum, to increase operational readiness.

The MCU has the responsibility to develop and deliver Career/Service Level School, Intermediate/Joint Level School and PME to eligible Marines. CDET provides Distance versions of Officer PME programs to those not selected to attend resident programs at MCU in Quantico, and Enlisted PME to those Marines that do not attend a resident school at a Staff Non-Commissioned Officer Academy (SNCOA). CDET uses a regional Campus configuration to accomplish the delivery of its Distance Professional Military Education (DPME) programs throughout the Marine Corps enterprise.

The CDET approach to facilitating learning is the Socratic method with professional mentorship. A good Socratic seminar has been described as an “argumentative dialog” that prompts students to contend with their assumptions and perceptions and dig deeper into complex problems. Seminar sizes are purposefully kept small to allow for professional mentorship and quality instruction. The target seminar size is 12 students, with a maximum limit of 16 students per seminar. Flexibility is a key component of the CDET DPME programs. Seminars are provided in multiple modes to meet the needs of the Fleet Marine Force (FMF). To allow for the best instructor and student experiences, seminars are preferred to be taught in person on site first, then synchronously online, and lastly asynchronously online.

2.0. Objective & Scope.

2.1. Objective. The objective of this effort is to design, develop, deliver, evaluate, manage, and resource distance learning products and programs across the training and education continuum, to increase operational readiness. CDET has the responsibility to develop and deliver Career/Service Level School, Intermediate/Joint Level School and Professional Military Education (PME) to eligible Marines; and Officer PME (OPME) mission by delivering the Command & Staff College, Distance Education Program (CSCDEP) and the Expeditionary Warfare School (EWS) Distance Education Program (EWSDEP), through online, onsite, weekend or blended-learning seminars that are instructor-led, to over 4,250 OPME students a year. To facilitate consistency in delivery and to ensure quality of instruction, CDET has established seven (7) regional offices, each overseen by a Government Regional Director (RD). Each RD is responsible for managing their office and providing educational support to the students and Unit Commanders in their region.

2.2. Scope. The scope of this effort is to provide program management, instructional services, administrative services, subject matter expert /curriculum development services, editorial services, multimedia expertise, instructional technology, and student support services in support of the Marine Corps University (MCU), at Marine Corps Base (MCB), Quantico, VA, and for the Marine Corps College of Distance Education and Training (CDET), Distance Professional Military Education (DPME) programs.

This support is to be provided at the CDET Headquarters in Quantico, VA and mainly at the seven (7) regional Campus and office locations:

- MCB Quantico, VA (MCBQ);
- MCB Camp Lejeune, NC (CLNC);
- Joint Reserve Base, Fort Worth, TX (JRB);
- MCB Camp Pendleton, CA (CPCA);
- Marine Corps Air Station Miramar, CA (MCAS);
- MCB Kaneohe Bay, HI, (K-Bay); and
- MCB Camp Butler, Okinawa, Japan (Okinawa).

Most of the support tasks on this PWS support DPME programs on a yearly basis.

3.0. Overview of DPME Professional Military Education Programs Structure

3.1. Command and Staff College Distance Education Program (CSCDEP). The Command and Staff College Distance Education Program (CSCDEP) develops critical thinkers, innovative problem solvers, and ethical leaders who will serve as commanders and staff officers in service, joint, interagency, and multinational organizations confronting complex and uncertain security environments. In conjunction with the application of Marine Air-Ground Task Force (MAGTF) doctrine and techniques for the changing conditions of warfare, this program provides the tools necessary to defeat a full spectrum of opponents. The CSCDEP is taught at the Unclassified level and is akin to master's degree work.

3.1.1. The Contractor shall provide CSCDEP support services for the distance education programs and regional Campuses. The primary goal of this program is to provide officers with graduate level professional military education and training to produce skilled warfighting leaders able to overcome diverse 21st century security challenges. This is intended to be accomplished by the study of history and culture.

The CSCDEP consists of a two-year construct with each Academic Year (AY) consisting of 35 instructional periods.

A single CSCDEP AY1 Seminar consists of 4 courses:

- 8901 - Theory and Nature of War
- 8902 - National and International Security Studies
- 8903 - Joint Operations
- 8904 - Operational Art

A single CSCDEP AY2 Seminar consists of 4 courses:

- 8905 - Small Wars
- 8906 - MAGTF Expeditionary Operations
- 8907 - Naval Expeditionary Operations
- 8908 - Operation Planning

3.1.2. The Contractor shall conduct the following courses.

- 8901, Theory and Nature of War
This course introduces students to important military theory and describes its impact on how we conduct war. The student will read selected works of history's greatest military theorists and then compare their theories. By applying these theories to selected eras and events in military history, students will be able to analyze the evolution of warfare from the late 18th century to the present and recognize and describe the nature of change in the characteristics of war in selected time frames. This course also discusses the concept of an "American way of war" and how it helped frame how Marines think about and conduct war.
- 8902, National and International Security Studies
This course imparts in students the requisite knowledge of the national security structure expected of field grade officers operating in a joint environment. Officers at this level can expect assignments that require not only knowledge of the national security environment, but the ability to synthesize that knowledge (the means) to develop and convey strategies (the ways), that lead to the accomplishment of complex tasks (the ends). 8901 provided the foundation for this course; 8903 will use the strategic foundation from 8902 to help facilitate Joint Force organization and employment understanding.
- 8903, Joint Operations
This course focuses on the organization and employment of joint forces by using recent historical examples; current joint doctrine; and readings on how joint forces, other government agencies, and international participants interact. Upon completion of 8903, students will better understand Service contributions to joint operations and will possess an improved ability to employ joint forces in the contemporary operating environment.
- 8904, Operational Art
This course focuses on operational warfare, campaigning, and transforming strategic guidance into the employment of military forces at the operational level of war. National security operations should be coordinated from the highest level of policymaking (strategy) to the basic level of execution (tactics). The operational level links the two levels, providing direction and purpose to campaigns and other military operations. As the bridge between strategy and tactics, the operational level is where campaigns are designed and conducted.
- 8905, Small Wars
This course covers the characteristics, operational environments, and planning considerations of small wars, and those contingencies and crises that fall short of major war. The course provides opportunities to explore the following: current concepts and doctrine related to small wars; a case study of the Philippine War and its relevance to small wars doctrine and

operational approaches; insights from other historical small wars operations in the 20th and 21st centuries; and perspectives that challenge current small wars doctrine and approaches, providing us an opportunity to analyze how we should address these types of operations in the future. The goal of the course is to enhance learners' operational acumen in planning and executing small wars operations in the future.

- **8906, MAGTF Expeditionary Operations**
This course presents many critical concepts and subjects which are vital for Marine Corps planners to master. Thoroughly understanding these subjects will allow them to effectively function in today's operational environment: whether on Service component, joint, or combined staffs. 8906 expands on ideas from 8903 and examines their applicability in MAGTF operations. An in-depth understanding of Marine Corps warfighting concepts and organization, as well as how operations are conducted, provides the basis for comprehending how Marines contribute to joint operations.
- **8907, Naval Expeditionary Operations**
This course is designed to help learners gain a better understanding of why and how the Marine Corps has fought, and will fight, with the U.S. Navy in the littorals. The content of this course is conveyed through a combination of historical vignettes, doctrinal readings, and contemporary articles and videos, and culminates with a practical exercise (PE) designed to help learners synthesize what they have learned in previous lessons. This course will instruct the Joint Planning Process (JPP) as a framework for the final exercise.
- **8908, Operation Planning**
This course is designed to enhance the conventional and irregular warfare planning abilities of future commanders and staff officers by helping them develop a working knowledge of the Marine Corps Planning Process (MCP) within the framework of joint and MAGTF operational doctrine. This course exercises the students' creative thinking, critical reasoning, and collaboration abilities, which are necessary to perform JTF/component/MEF-level operation planning in joint and multinational environments.

The 8900 series is being replaced by the 9000 series which expected to be completed by 30 Jun 2028. See MARADMIN 178/26 for details on the timeline. Additional details on content can be found on the Marine Corps University, College of Distance Education and Training website located at: <https://www.usmcu.edu/CDET/#command-and-staff-dep>

3.1.3. Schedules, Delivery Options, and Instructional Periods

Four types of seminar schedules are offered: weekday, weekend, online, and the blended seminar program. Online portions of seminars are done via MOODLE. Weekday, weekend, and online schedules are designed to deliver the entire curriculum in two academic years. (Students are enrolled and allowed 3 years to complete the program.).

- **Weekday** - Students meet on-site one night per week (3 hours). Additional coursework is done online throughout the week.

- Online - This is like a weekday schedule except that it is done asynchronously online. Instead of participating in a classroom environment, students interact on MOODLE.
- Weekend - Students meet on-site one weekend (Saturday and Sunday) per month.
- One Instructional Period is defined as a 3 student contact hour period of instruction. Execution of an Instructional Period shall account for what the contractor needs to deliver the 3 student contact hour period of instruction.

The CSCDEP Seminars Structure with required instructional periods and timeline for CSCDEP AY1 and CSCDEP AY2 are as follows:

Table 1a - CSCDEP Seminars Structure for AY1			
Course #	Description	Timeline	Required Instructional Periods
8901	Theory and Nature of War	Sep-Nov	9
8902	National International Security Studies	Dec-Feb	9
8903	Operational Art	Feb-Apr	8
8904	Joint Warfighting	Apr-Jun	9

Table 1b - CSCDEP Seminars Structure for AY2			
Course #	Description	Timeline	Required Instructional Periods
8905	Small Wars	Sep-Nov	8
8906	MAGTF Operations	Dec-Feb	10
8907	Naval Expeditionary Operations	Feb-Apr	6
8908	Operation Planning	Apr-Jun	11

Table 1c - Anticipated Annual Number of CSCDEP Seminars by Geographic Region								
Seminar	MCBQ	CLNC	JRB	CPCA	MCAS	K-Bay	Okinawa	Totals
AY1	12	14	12	7	12	6	6	69
AY2	12	15	12	7	11	6	5	68

3.2. Expeditionary Warfare School Distance Education Program (EWSDEP)

3.2.1. The Contractor shall provide EWSDEP support services for the distance education programs and regional Campuses. The primary goal of this program is to educate and train company grade officers to prepare them mentally and morally for billets of increased responsibility across the Fleet Marine Force and the Joint Force, with emphasis on the warfighting capabilities of a Marine Air Ground Task Force (MAGTF) operating within a complex and distributed Naval expeditionary environment. This is intended to be accomplished by providing teaching Adjunct Faculty to conduct the EWSDEP Seminars. The EWSDEP is taught at the Unclassified level and is akin to bachelor's and master's degree work.

The EWSDEP consists of a two-year construct with each AY consisting of 32 instructional periods and 5 courses, as follows:

- 8670 - Prerequisite (self-study)*
- 8671 - Warfighting
- 8672 - Functional Employment of the MAGTF
- 8673 - Expeditionary Operations
- 8674 - MAGTF Operations Practical Exercise

3.2.2. The Contractor shall conduct the following courses.

- 8671, Warfighting
The Warfighting course provides company grade officers with the knowledge and skills necessary to implement the Marine Corps Planning Process (MCP) as an operational planning team (OPT) leader, employing the doctrinal foundations of the Marine Corps' warfighting philosophy (MCDP 1 Warfighting, MCDP 6 Command and Control, and MCDP 1-3 Tactics) and the fundamentals of the maneuver and fires warfighting functions.
- 8672, Functional Employment of the MAGTF
The Functional Employment of the MAGTF course explores the organization, missions, and likely operations of units within the U.S. Marine Corps through the perspective of the warfighting functions. The course begins by investigating the ethical and critical thinking aspects of unit employment. It then reinforces and deepens student understanding of the organization and missions of U.S. Marine Corps units and the four types of MAGTFs gained from the prerequisite course. The remainder of the course discusses various operations (e.g., security, reconnaissance, sustainment, etc.) and the units or organizations likely to conduct them. The course strives to facilitate student understanding of the fundamental building-blocks of unit actions that will be combined in 8673 and 8674 to explore MAGTF operations.
- 8673, Expeditionary Operations
The Expeditionary Operations course provides company grade officers with the knowledge and skills necessary to plan for the employment of a sea or shore-based MAGTF across the Range of Military Operations (ROMO) with an emphasis on the historical, contemporary, and emerging conduct of amphibious operations, to include Littoral Operations in a Contested Environment (LOCE) and Expeditionary Advanced Base Operations (EABO).
- 8674, MAGTF Operations Practical Exercise
The purpose of the MAGTF Operations Practical Exercise is to provide career level officers an opportunity to reinforce the skills and educational objectives learned during prior instruction and to exercise military judgment, as well as decision-making, through a series of practical exercises. Each week the faculty assigns student staff billets as part of a tactical exercise team (TET) that, given a tactical scenario, uses the Marine Corps planning process (MCP) in a collaborative planning effort to analyze a tactical mission; develop, wargame, and compare courses of action (COA); and then prepare and brief selected portions of an operation order (OPORD) for selected elements of the MAGTF.

- 8670, EWSDEPPREQ

The purpose of the 8670 Prerequisite self-study course is to ensure that students comprehend, in broad terms, the U.S. Marine Corps philosophy on learning; U.S. security strategy; the organization, functions, and capabilities of the Department of War, its Military Departments, and Armed Services; how the Marine Corps is employed as an integral part of both a Naval and Joint/Combined Force; the future operating environment; the cognitive and unconscious biases that may hinder critical thought; the attitudes and actions that help prevent sexual assault and harassment; and considerations regarding women, peace, and security. The goal of the 8670 Prerequisite course is to provide Marine Corps officers the foundational knowledge necessary to enroll in and assess the capability and motivation to participate in and complete the EWSDEP seminar courses. This course is hosted on the MarineNet, e-Learning Ecosystem.

*Since this is a self-paced learning course, no instructional periods are required for this course. The Contractor shall maintain this course.

3.2.3. Schedules, Delivery Options, and Instructional Periods

CDET's regional offices work with each student to determine a schedule that best fits their educational goals and the constraints of their personal time. At the end of a program's enrollment period, the regional office for each region creates a set of seminar schedules to accommodate the students as much as possible while meeting the requirements of the seminar. This ensures that each seminar has an appropriate class size and a variety of MOSs to encourage discussion and interaction.

Four types of seminar schedules are offered: weekday, weekend, online, and the blended seminar program. Online portions of seminars are done via MOODLE. Weekday, weekend, and online schedules are designed to deliver the entire curriculum in two academic years. Each course 8671-8674 is 16 weeks or lessons long. The self-study prerequisite requires approximately six weeks of effort.

Table 2a - EWSDEP Seminars Structure for AY 1A			
Course #	Description	Timeline	Required Instructional Periods
8671	Warfighting	Sep-Feb	16
8672	Functional Employment of the MAGTF	Sep-Feb	16

Table 2b - EWSDEP Seminars Structure for AY 1B			
Course #	Description	Timeline	Required Instructional Periods
8671	Warfighting	Feb-Jun	16
8672	Functional Employment of the MAGTF	Feb-Jun	16

Table 2c - EWSDEP Seminars Structure for AY 2A			
Course #	Description	Timeline	Required Instructional Periods
8673	Expeditionary Operations	Sep-Feb	16
8674	MAGTF Operations Practical Exercise	Sep-Feb	16

Table 2d - EWSDEP Seminars Structure for AY 2B			
Course #	Description	Timeline	Required Instructional Periods
8673	Expeditionary Operations	Feb-Jun	16
8674	MAGTF Operations Practical Exercise	Feb-Jun	16

Table 2e - Anticipated Annual Number of EWSDEP Seminars by Geographic Region								
Academic Year	MCB Q	CLN C	JRB	CPC A	MCA S	K-Bay	Okina wa	Totals
AY 1A	4	9	6	5	9	4	4	41
AY 1B	4	9	6	5	9	4	4	41
AY 2A	4	9	6	5	9	4	4	41
AY 2B	4	9	6	5	9	4	4	41

3.3. DPME Blended Seminars Programs

CDET offers two blended seminar programs (BSPs):

- Command and Staff College Distance Education Program (CSCDEP BSP); and
- Expeditionary Warfare School Distance Education Program (EWSDEP BSP).

Both programs provide students with an opportunity to receive their professional military education (PME) through a combination of resident and non-resident (online) education at or near their home station. These BSPs enable students to gain a greater depth of educational experience, while minimizing family turbulence by allowing them to remain on station and with their commands. The Blended seminar programs cover the same course material as the DEP programs but in greater depth and detail.

Both programs allow applicable military personnel to complete career level school (CLS) or intermediate level school (ILS) requirements within one academic year. Graduates of both programs earn appropriate PME credit, while CSCDEP graduates also earn Joint Professional Military Education (JPME) Phase I credit.

Both programs consist of three phases. The first and third phases are resident periods, while the second phase is an online period. The resident periods are held at Quantico, VA; Camp Lejeune, NC; Camp Pendleton, CA; Kaneohe Bay, HI; and Okinawa, Japan. Each resident period is considered local travel or Training and Education Command (TECOM)-funded temporary additional duty (depending upon home station location). The online period is accomplished during the student's off-duty time at home station.

In addition to the standard curriculums, students participate in extracurricular activities to include fields studies, staff rides, and visits to national historic sites that are representative of U.S. culture, national heritage, and government institutions.

3.3.1. Command and Staff College Distance Education Program (CSCDEP BSP)

3.3.1.1. The initial resident period for the CSCDEP BSP lasts for 5 weeks. The online period lasts for 28 weeks. Students then return for their final resident period of 6 weeks and participate in an official graduation ceremony. The overall length of this course is 12 months. The CSCBSP includes parts of the curriculum taught at the Secret level. This program is like master's/graduate degree level work. Parts of this program can be delivered at the Secret level in Governments provided spaces.

3.3.2. EWSDEP Blended Seminar Program (EWSDEP BSP)

The initial resident period for the EWSDEP BSP lasts for 4 weeks. The online period has 12-week duration. Students then return for their final resident period of 6 weeks and participate in an official graduation ceremony. The overall length of this course is 6 months. The EWSBSP is taught at the Unclassified level and is like bachelor's level and master's level work.

Table 3 - EWS BSP Cycles			
Cycle	Initial Resident Period ~ 20 Trn Days	Non-Resident Period 12 weeks	Final Resident Period ~ 30 Trn Days
EWS BSP Regular Cycle 1	Start July	Aug - Oct	Oct - Mid Dec
EWS BSP Regular Cycle 2	Start Jan	Feb - Apr	Apr - June
EWS BSP Off Cycle 1	Start Nov	Jan - Mar	Apr -May
EWS BSP Off Cycle 2	Start May	Jun - Sep	Sep - Nov

3.4. Enlisted DPME Program Descriptions

All Enlisted DPME courses cover the topics of Warfighting, Practical Leadership, and Communications at increasing levels of responsibility. Enlisted DPME programs consist of two phases. Phase I consists of online Interactive Multimedia Instruction (IMI). IMI is online, self-paced coursework hosted on the MarineNet e-Learning Ecosystem. The current Phase I IMI courses are as follows:

Table 4 - Phase I IMI courses		
Rank	Curriculum	Course Code
Lance Corporal	Leading Marines DEP	EPME3000
Corporal	Corporals Course DEP	EPME4000
Sergeant	Sergeants School DEP	EPME5000
Staff Sergeant	Career School DEP	EPME6000
Staff Sergeant Select		
Gunnery Sergeant	Advanced School DEP	EPME7000

Gunnery Sergeant Select		
Master Sergeant	Senior Enlisted Course DEP	EPME8000
Master Sergeant Select		
First Sergeant		
First Sergeant Select		

After completion of Phase I courses, Marines can move on to Phase II. Phase II is completed by a Marine either attending a related course at a Staff Non-Commissioned Officer Academy (SNCOA) or a CDET sponsored Regional Seminar. Currently 50% of enlisted Marines attend a SNCOA course and 50% of enlisted Marines attend a CDET Regional Seminar. This contract does not cover courses offered at SNCOAs. Seminars are 15 weeks in duration, meeting once a week for 3hrs at a time (15 instructional periods). Weekend seminars have the same contact time of 45 hrs. in-person course work. An Academic Year (AY) offers three cycles of 15-week/periods of instruction. Normally an AY runs from July through June. The current CDET Enlisted DPME Seminars are as follows:

Table 5 - Seminar Programs		
Rank	Seminar Program	Course Code
Sergeant	Sergeants School Seminar Program	EPME5500
Staff Sergeant	Career School Seminar Program	EPME6500
Staff Sergeant Select		
Staff Sergeant	SNCO Leadership School Seminar Program	EPME6800
Staff Sergeant Select		
Gunnery Sergeant		
Gunnery Sergeant Select		
Gunnery Sergeant	Advanced School Seminar Program	EPME7500
Gunnery Sergeant Select		
Master Sergeant	Senior Enlisted Seminar Program	EPME8500
Master Sergeant Select		
First Sergeant		
First Sergeant Select		

In AY 2025 the new SNCO Leadership School Seminar program replaces both the Career School Seminar Program and the Advanced School Seminar program. Both programs continue to be listed in this PWS in case the decision is made in the future to discontinue the SNCO Leadership School Seminar program and re-institute the Career and Advanced School seminar programs. It is not anticipated that a move like this would be considered before AY2028 at the earliest.

The Senior Enlisted Seminar program is also currently suspended and is also not expected to return before FY28. Although there initially is no work for this program the program is contained in this PWS in the event its USMC Leadership decides to re-institute the program. All Enlisted College Distance Education Programs (ECDEP) are taught at the Unclassified level and are similar to high school - Community college level work. These seminars emphasize practical leadership solutions and methods.

Seminar Cycles and timeline:

Table 6 - Seminar Cycles and Timeline			
Description	Course #	Timeline	Required Instructional Periods
ECDEP All	Cycle 1	Jul-Oct	15
ECDEP All	Cycle 2	Nov-Feb	15
ECDEP All	Cycle 3	Mar-Jun	15

Historically, CDET has provided 120 Seminars per cycle. Demand per Regional Campus is historically as listed in the following table:

Table 7 - Seminars by Regional Campus								
Cycle	MCBQ	CLNC	JRB	CPCA	MCAS	K-Bay	Okinawa	Totals
Jul-Oct	18	21	21	21	21	7	11	120
Nov-Feb	18	21	21	21	21	7	11	120
Mar-Jun	18	21	21	21	21	7	11	120

4.0. General PWS Requirements.

4.1. Period of Performance:

This requirement consists of a five year Ordering Period.

4.2. The Contractor shall deliver all contract deliverables to the Contracting Officer's Representative (COR), who is responsible for tracking and acceptance, unless otherwise specified.

4.3. Contractor employees shall identify themselves as Contractor personnel by introducing themselves as Contractor personnel and by displaying distinguishing badges or other visible identification for meetings with Government personnel. In addition, Contractor personnel shall appropriately identify themselves as Contractor employees in telephone conversations and in formal and informal written correspondence including emails.

4.4. All personnel providing services in Japan shall meet the Status of Forces Agreement (SOFA) criteria for this country. The Government reserves the right to require the Contractor to remove from this contract effort any employee that fails to abide by installation rules and, if OCONUS, fails to abide by any applicable SOFA. All Contractors providing services in Japan shall be registered in the Synchronized Preemployment and Operational Tracker (SPOT).

4.5. Performance Hours

4.5.1. The Contractor shall provide services in this PWS during the following business hours:

- Task 1- Design, Develop and Maintain DPME Programs: 0730-1630
- Task 2- Regional Campus Support Services: 0730-1630
- Task 3- Seminar/Adjunct Faculty Support Services: Per class schedule
- Task 4- MCDL Program Support Services: 0730-1630
- Task 5- MCU/CDET Support Services: 0730-1630

Note: Time zones are local for all locations.

4.6. Post-Award Conference.

4.6.1. Within 30 days of contract award, as specified by the Government, the Contractor shall attend a Post Award Conference at Quantico, VA. At this conference, the Contracting Officer, COR, and Contractor personnel will review performance requirements, including the Contractor's transition-in plan, use of team members/ subcontractors, security requirements, funding, management of funds, and quality control measures associated with the Performance Requirements Summary (PRS) at section 7.0., and any other topics added to the agenda after award.

4.7. Transition Plan

4.7.1. The Contractor shall provide the services necessary to ensure a successful transition of services for the same or similar requirement. Throughout the transition-in period & transition-out periods, it is essential that attention be given to minimize interruptions or delays to work in progress that would impact the mission. The Contractor must facilitate the transfer of work control, processing, and assigning functions during the transition-in/transition-out periods.-

4.7.2. There will be a 30-day transition-in period, starting the day after award of the base contract. The purpose of this transition-in period is to ensure a smooth transition of services from the predecessor contract to the current contract.

4.7.3. To minimize any decrease in productivity and to prevent possible negative impacts on additional services, the Contractor shall have personnel on board within the thirty (30) day transition period and coordinate with the Contracting Officer Representative for the processing of security clearances. During this period, the Contractor shall become familiar with performance requirements in order to commence full performance of services on the contract start date.

4.7.4. This scope will not be separately priced and the transition-in and out shall be considered to be part of the initial task order price. The PoP of the initial task order is expected to start 30 days after award of the base contract.

4.8 Security Requirements.

4.8.1. The Contractor shall ensure it, and all subcontractors have completed the Contract Security Classification Specification Department of Defense (DoD) DD Form 254. All DD Form 254 requirements must be completed and approved prior to commencing any work under this contract. Before any subcontracting can take place, approval from the Government Cognizant Security Officer is required. If the Contractor substitutes a subcontractor, a revised DD Form 254

must be provided, and substitution can only take place once the Government Cognizant Security Officer approves the DD Form 254.

4.8.2. The Contractor shall notify the Government of employees and staff that are required to be on the Government- approved access list prior to entering any access-controlled area. The Contractor shall notify the Government in writing, within 24 hours of Contractor personnel added to or removed from the access control list.

4.8.3. This contract will require the Contractor to have adjudicated Secret Facility Clearance eligibility and will require Contractors providing services under Blended Teaching Faculty Services, CSC Subject Matter Expert (SME) services, EWS SME services and Visitor Control services to obtain and maintain classified access eligibility at the Tier 3, Secret level. Contractor personnel supporting classified events/tasks shall have a valid Secret Clearance prior to performance start date. The prime Contractor and all sub-Contractors (through the prime Contractor) shall adhere to all aspects of DoD Directive 5220.22-M and DoD Manual 5220.22 Volume 2. All personnel identified to perform on this contract shall maintain compliance with Department of War, Department of the Navy, and Marine Corps Information and Personnel Security Policy to include completed background investigations (as required) prior to classified performance. This contract shall include a DoD Contract Security Classification Specification (DD-254).

4.8.4. Facility Security Officers (FSOs) are responsible for notifying the Marine Corps University (MCU) Security Manager if any Contractor performing on this contract receives an unfavorable adjudication. The FSO must also notify the PERSEC Office of any adverse/derogatory information associated with the 13 Adjudicative Guidelines concerning any Contractor performing on this contract, regardless of whether an incident report is submitted. The FSO shall notify the Government (written notice) within twenty-four hours of any Contractor personnel added or removed from the contract that have been granted classified access, issued a Common Access Card (CAC) and/or any type of government building access badge that has been issued in the performance of this Contract.

4.8.5. Certain Contractors may require the issuance of a DBID card to gain access to Marine Corps bases/stations. The COR will identify and approve only those Contractor employees performing on this contract that require a DBID card to perform their job function aboard the base. All Contractor personnel accessing Marine Corps Base Quantico must follow MCB Quantico Access Control policy.

4.8.6. All identified Contractor personnel in section 4.8.3 above (in a non-critical sensitive capability position) providing support must be eligible for, have, and maintain an active secret clearance. Identified Contractor personnel will need to complete a DD FORM 2875 for access to a government network or information system prior to reporting to work (see chart below).

Table 8 - Security Clearance Level			
Secret Eligibility Required (SF 86)	Secret Clearance Required (SF 86 With Access)	Visitor Request Required to Activate Secret Clearance	System Authorization Access Request Required DD FORM 2875
Yes	Yes	As Needed	Yes

4.8.7. INFORMATION AND ASSIGNED PERSONNEL TO THIS PROGRAM SHALL POSSESS A MINIMUM TIER 1 CLEARANCE.

4.8.8. The Prime Contractor and all Sub-Contractors (though the Prime Contractor) shall certify in writing to the Government that personnel supporting this contract are “Qualified United States (U.S.) Contractors” per DoD Directive 5220.22-M Chapter 2 Section 2. Qualified U.S. Contractors are restricted to U.S. citizens; persons admitted lawfully into the United States for permanent residence and are located in the United States. All personnel identified on the certification and/or supporting this contract shall be compliant with DoW, Department of the Navy (DoN), and Marine Corps Information and Personnel Security Policy to include complete background investigations (as required) prior to any classified performance. This contract shall include a DoD Contract Security Classification Specification (DD FORM 254) as an attachment.

4.8.9. The Contractor shall have at a minimum a valid Secret Facility Clearance prior to any classified performance or classified meetings at the Contractor’s facility. When required the Government will assist the Contractor in gaining access to Government agencies and installations related to the systems in question as needed. The Contractor shall ensure that the employees are on the approved Government access list prior to entering any access-controlled area. The Contractor shall notify the Government by written notice within twenty-four hours of Contractor personnel are to be added or removed from the access control list.

4.8.10. Facility Clearance. The Contractor shall have an active final Secret Facility Clearance access to Communications Security (COMSEC) without any Special Limitations that restrict access.

4.8.11. Subcontracting. Before any subcontracting can take place, approval from the Marine Corps University (MCU) Special Security Officer (SSO) is required. DD FORM 254 is required.

4.9. Faculty Qualifications.

4.9.1. In accordance with Chairman of the Joint Chiefs of Staff (CJCSI) Officer Professional Military Education Policy (OPMEP) 1800.01, Chairman of the Joint Chiefs of Staff (CJCSI) Officer Professional Military Education Manual 1810.01 and CDET Policy Letter 4-16, the Government considers the following list of services as faculty services:

- a. Chief Instructor Faculty Services
- b. Blended Teaching Faculty Services
- c. Adjunct Faculty Services

- d. CSC Curriculum Subject Matter Expert Services
- e. EWS Curriculum Subject Matter Expert Services

4.9.2. The Contractor shall satisfy all qualification requirements for faculty services in accordance with CJCSI OPMEP 1800.01, and CDET Policy 4-16. As faculty services require collaboration and the ability to interface with students and other faculty members, both DPME and resident, the Government requires faculty services from 0800-1700 Monday through Friday, except for Adjunct Faculty services which are as needed/scheduled, normally after regular working hours. Government office spaces are closed during Federal holidays.

4.9.3. Personnel and Administrative Services. The Contractor shall provide faculty biographies containing information on related academic and military experience and a 3" x 2" color picture for all Contractors providing faculty services for use in the faculty biographies and online directories, at least 30 days prior to the start date of the academic year. The Contractor shall provide photos of faculty wearing appropriate civilian (business professional) attire. Biographies will be displayed and used in an electronic format.

4.10. Common Access Card (CAC) Requirement.

4.10.1. The COR will identify and only approve those Contractor employees performing on this contract that require CACs to perform their job function. In accordance with Headquarters, United States Marine Corps issued guidance relative to Homeland Security Presidential Directive - 12 (HSPD-12), all personnel must meet eligibility criteria to be issued a CAC. To meet the eligibility criteria, Contractor employees requiring a CAC must obtain and maintain a favorably adjudicated Personnel Security Investigation (PSI). Prior to authorizing a CAC, the employee's Joint Personnel Adjudication System (JPAS) record must indicate a completed and favorably adjudicated T-1 or that a T-1 has been submitted and accepted (opened). The minimum acceptable investigation is a T-1. If a contractor employee's open investigation closes and is not favorably adjudicated, the CAC must be immediately retrieved and revoked. CACs are not issued for convenience.

4.10.2. FSOs are responsible for notifying the Contracting Officer's representative (COR) and the MCU Security Office within 24 hours of notification if any Contractor performing on this contract receives an unfavorable adjudication after being issued a CAC. The FSO must also immediately notify the COR of any adverse/derogatory information associated with the 13 Adjudicative Guidelines concerning any Contractor issued a CAC, regardless of whether a JPAS Incident Report is submitted.

4.11. Quality Control (QC).

4.11.1. The Contractor shall establish a complete Quality Control Program to ensure the requirements of the contract are performed as specified in the Performance Requirements Summary. A copy of the Contractor's Quality Control Plan (QCP) shall be provided to the Contracting Officer at the post award conference or no later than 30 days after award if a post award conference is not conducted. An updated copy shall be provided to the Contracting Officer as changes occur. The QCP shall include, but not be limited to:

- a. An inspection system covering all the services stated in the Performance Requirements Summary. It must specify areas to be inspected on either a scheduled or unscheduled basis and indicate the individuals who will do the inspection.
- b. A method of identifying deficiencies in the quality of services performed before the level of performance is deemed unacceptable.
- c. A corrective action process that will ensure any unacceptable performance is corrected and will not occur again in the future.
- d. A file of all inspections conducted by the Contractor and any corrective action taken. This documentation shall be made available to the Government, upon request, throughout the term of the contract.
- e. The Contractor will designate a contract lead at each regional office that the Regional Director, which is the government's Technical Point of Contact (TPOC), to resolve issues at the lowest level possible.

4.12. Regional Office and facilities support.

4.12.1. The Contractor shall perform work efforts in support of this requirement at Government facilities. This task will require the Contractor to provide a suitable infrastructure to manage program requirements (document library, databases, web site) throughout the course of performance to support the scope of activities. This task may also require the Contractor to register in gate access tracking systems on certain bases. Laptops, cellular equipment and services, and other items of convenience are not reimbursable as ODCs.

4.12.2. IT Support/Campus Net access. All Contractors working onsite at the regional Campuses will be provide with a .edu computer and a .edu email. Additionally, CSC curriculum developers will have access to .mil computers with a MCEN account to access official Doctrine documents. Similarly Administrative and Educational Support personnel will also be given .mil accounts and MCEN computers to complete tasks in the MCTIMS system. Each CAC is issued with a "ctr@usmc.mil" e-mail account that the individual Contractor is responsible to keep active by logging in on a regular basis (at least twice a month), sending an e- mail and clearing any unneeded e-mails. Contractors issued a CAC are prohibited from "auto- forwarding" e-mail from their e-mail account to any .com e-mail account. If the "ctr@usmc.mil" e-mail account is not kept active, G-6 will deactivate the account, and the CAC will also lose its functionality.

4.12.3. All .edu government computers will come loaded with the basic windows for government software and will allow access to programs through Microsoft 365. Those Contractors performing development tasks that require special software will be able to bring their own device supplied by the Contractor. The ECDEP IMIs have been developed using Lectora. The Contractor will need software compatible to maintain these products. Campus Net is the Wi-Fi network provided by MCU at Quantico and the Regional Campuses that allows for Students, Faculty and support personnel to use their devices on the .edu network.

4.13. Physical Security. The Contractor shall safeguard all Government property and information provided in performance of this contract. Contractor employees shall be subject to all the Marine

Corps University (MCU) security procedures and any other applicable installation access and security regulations.

4.14. Physical Resources. The Contractor shall have all necessary equipment, models, tools, software applications, infrastructure (e.g., wired or wireless telephone networks, laptops, and other resources necessary to execute performance of task orders). No additional charges will be made to the Government to purchase equipment, software, or other tools necessary to perform services following the award.

4.15. Special Qualifications. The Contractor shall be responsible for employment, training, guidance, and supervision of qualified personnel performing under this PWS. The Contractor shall accomplish the assigned services by employing and utilizing qualified personnel possessing an appropriate combination of education, training, and experience to successfully accomplish the services in this PWS.

4.16. Travel Requirements. The Contractor shall travel to various CONUS and OCONUS locations in support of MCU DPME support services. Travel transactions are for attendance to conferences, training facilities, and Government meetings as determined necessary by the COR. When travel requirements are identified, the COR will provide planning information to the Contractor.

4.16.1. For travel costs, the Government will define the travel requirements at the task-order level and allow the Contractor to price as a separate Contract Line-Item Number (CLIN) at the task-order level. Travel costs will be evaluated at the task-order level and agreed as Cost-Reimbursement (CR). For all reimbursable travel, the Contractor must obtain approval in advance from the COR. All OCONUS travel shall comply with the Department of State Standardized Regulations.

The Contractor shall adhere to the following travel regulations (see FAR 31.205-46):
Federal Travel Regulations (FTR) - Prescribed by the General Services Administration, for travel in the contiguous United States.

- Joint Travel Regulations (JTR), Volume 2, DoD Civilian Personnel, Appendix A . Prescribed by the Department of Defense for travel in Alaska, Hawaii, and outlying areas of the United States.
- Department of State Standardized Regulations (DSSR) (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances for Foreign Areas," prescribed by the Department of State for travel in areas not covered in the FTR or JTR.

4.16.2. Contractor personnel assigned to execute under this contract shall possess a current US Passport with ability to travel and work overseas for support services in Okinawa Japan.

4.16.3. Minimum documentation required for travel submission includes, but not be limited to:

- a. Name of person on trip and that person's title or relationship to the Contractor;
- b. Purpose of the travel;
- c. Dates of travel and destination; and

d. Travel mode(s) authorized.

4.16.4. Lodging, meals, and incidental expenses shall be compliant with the General Services Administration (GSA), and Department of State Standardized Regulations per diem rates.

4.16.5. Travel dates are subject to change and as such, the Contractor shall factor in the risk related to last minute travel changes. Considering fully refundable airfare is acceptable for this contract.

4.16.6. Within 10 business days, the Contractor shall submit a travel request with a travel plan (including costs). Upon approval, the travel request costs become a "not to exceed" amount. Any incurred costs greater than the approved "not to exceed" amount for that trip will be an unallowable expense (that cannot be offset by future travel underruns). Costs for travel shall be billed in accordance with FAR 31.205-46 Travel Costs.

4.16.7. Itemized receipts from travel must be maintained by the Contractor and submitted to the COR or contracting officer with each associated invoice upon request. Travel will be required to support the various events outlined in the PWS. Only the Contractor's actual substantiated costs shall be reimbursed. Receipts and any supporting documents shall be required to be submitted when upon request. Costs incurred without authorization will not be reimbursed.

4.16.8. Local travel, defined as within 50 miles from the regular job site, (e.g. assigned regional campus), will not be reimbursed. Travel shall be reconciled monthly and reported to the COR prior to invoicing.

4.16.9. Synchronized Pre-deployment and Operational Tracker (SPOT). The Code of Federal Regulations mandates Contractor accountability in contingency areas using the SPOT. The Defense Federal Acquisition Regulation Supplement (DFARS) 252.225-7040 Contractor Personnel Supporting U.S. Armed Forces Deployed outside the United States (October 2015), requires Contractor companies to use SPOT and Contractor personnel to have a SPOT generated letter of authorization (LOA) signed by the government's contracting officer to process through a deployment center or to travel to, from, or within the operational area.

The LOA specifies authorizations or government support that Contractor personnel are entitled to under the contract (<https://www.acq.osd.mil/log/ps/spot.html>).

4.16.10. Other Travel Related Costs:

4.16.10.1. The Contractor shall account for costs related to deployment under the Other Direct Costs (ODC) CLIN. Deployed Contractor personnel salary compensations required by law, Defense Base Act (DBA) Insurance required by law, and special pay required by law shall be included under the ODC CLIN.

4.16.10.2. ODC costs will be permitted (without any fee/profit).

4.16.10.3. The Contractor must obtain approval in advance from the COR for any Other Direct Costs.

4.17. Organizational Conflict of Interest (OCI). The Contractor shall report immediately to the KO any instances where OCI is apparent or present, per criteria set forth under FAR Subpart 9.5. The Contractor shall notify the KO immediately whenever it becomes aware that concern may result in any actual or potential OCI and shall promptly submit a plan to the KO to avoid or mitigate any such OCI. The Contractor's mitigation plan will be determined to be acceptable solely at the discretion of the KO and in the event the KO unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the KO may affect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequent contracted requirements which may be affected by the OCI.

4.18. Government Furnished Information (GFI). The government will provide the following GFI to the Contractor before award.

- Chairman of the Joint Chiefs of Staff (CJCSI) Officer Professional Military Education Policy, OPMEP 1800.01
<https://www.jcs.mil/Portals/36/Documents/Library/Instructions/CJCSI%201800.01G.pdf>
- CDET policy letter 4-16 - Appendix B
- USMC Systems Approach to training Manual
https://www.trngcmd.marines.mil/Portals/207/Docs/FLW/EEIC/SAT_Manual.pdf

4.19. Government Access/Office equipment.

The Government will provide office spaces and equipment for the Contractor to perform the services. This includes fully furnished desks and access to the .edu network, access to Marine Corps e-Learning Ecosystem (eLE), formally known as MarineNet, including access to the current Learning Management System (LMS), currently MOODLE, and access to the Virtual Classroom Environment, Adobe Connect and access to the Internet, refer to sections 4.12.2&3

The Contractor shall provide office consumables such as pens, paper, printer cartridges, basic office cleaning supplies, and postage and shipping materials for their staff at the locations list. Additionally, the Contractor shall be responsible any fees associated with base access, such as the Defense Bio Identification Detection System (DBIDS) program.

4.20 INTELLECTUAL PROPERTY, USE OF DATA, INFORMATION AND MATERIALS

4.20.1 All reports, materials (including, but not limited to, all reports including any associated charts, graphs, and/or other media methods; briefings; design, development, implementation, sustainment and change recommendations; lessons learned, analyses/evaluations and analyses/evaluation criteria and other related items; all training and training-related materials including, but not limited to, all SOPs, lessons learned, analyses/evaluations and analyses/evaluation criteria; on-line course materials, computer software/applications and hardware, source code, interfaces, tools, works, and other related items), data, information, and all electronic/digital files and other items described herein, and any other items that are first created, generated, or produced and required to be delivered under, or as a result of, this PWS

shall be provided to the U.S. Government/Marine Corps with the highest level of intellectual property/data rights provided by the applicable DFARS data rights clauses and the terms and conditions of this contract.

4.20.2. General. The Contractor shall provide deliverables pursuant to the terms and conditions of this contract. All data, items, materials, and works developed, created, generated, or produced by the Contractor or its Subcontractors and required to be provided or delivered, regardless of format or medium of expression, shall be the property of the Government and solely owned by the Government. The Government shall have unlimited rights in the data, items, materials, and works developed, created, generated, or produced by the Contractor or its Subcontractors under this contract. The Government's unlimited rights license shall be perpetual, irrevocable, and royalty free. Data, items, materials, and works developed, created, generated, or produced by the Contractor or its Subcontractors that are required to be provided or delivered to the Government may include, but is not limited to information, reports, summaries, analyses, products, reviews, documentation, budgets, agendas, procedures, diagrams, software, briefings, advisories, records, surveys, policy, training, requirements, references, curriculum, presentations, and any special works as the term is defined in DFARS 227.7106 (Class Deviation 2026-O0036). The Contractor shall deliver all contract data, items, materials, and works developed, created, generated, or produced by the Contractor or its Subcontractors and all associated intellectual property, completed or in progress, to the Government, if not already delivered, upon contract completion, or when directed by the COR. At time of delivery, ownership of the data, items, materials, and works vests in the Government. The Government's unlimited intellectual property rights in all contract data, items, materials, and works developed, created, generated, or produced by the Contractor or its Subcontractors vests when the data, items, materials, and works are created or fixed in a tangible medium of expression.

4.20.2.1. To the extent the scope of Government's use of third-party intellectual property rights may be dependent on contract/license terms the contractor negotiates with third parties, the contractor will ensure such third-party contract/license terms provide the Government all necessary rights and licenses to accomplish the Contract effort worldwide, including but not limited to providing the Government with unrestricted, royalty-free, and perpetual use of the third party's intellectual property necessary for the Contract effort.

4.20.2.2. Compilation Works that include newly created and/or third-party intellectual property are assigned to the Government as a compilation work.

4.20.2.3. The Government shall have unrestricted access and use of all deliverables upon delivery and the Contractor shall provide the Government with intellectual property rights of sufficient scope to allow unrestricted access and use of the data, items, materials, and works, and other deliverables for future competitions or acquisitions. Moreover, the Contractor shall distribute data in the forms and quantities to the COR in accordance with the deliverables section of this contract.

4.20.2.4. The contract includes all applicable DFARS clauses (including, but not limited to, DFARS 252.227-7989 and -7990) to ensure protection and ownership of all technical data and other items generated. The Contractor shall provide all deliverables in a version, format, and

media used/useable and modifiable by the Government. For this effort, deliverables will be provided in the format specified in the contract.

4.20.2.5. Unless intellectual property rights are licensed (and approved by the Contracting Officer (CO)) to provide all necessary rights and permissions to accomplish the effort/mission worldwide to the U.S. Government/Marine Corps, the Government shall be the sole owner of all intellectual property and other rights in or to the data, items, materials, and works delivered under this contract. Therefore, any restricted data rights, information, software, materials and/or other items, including the Contractor's or a third-party's proprietary data, information, software, materials and/or items, shall not be used under this Contract without the specific written approval by the CO prior to the start of any work that includes the use of any such restricted use data, items, materials, and works.

4.20.3. Management/Acquisition of Contractor and Third-Party Software Licenses:

4.20.3.1. All third-party software licenses the Contractor provides under this contract shall be transferable to the Government, shall not conflict with Federal law, and will meet the Government's requirements under this contract. The Contractor shall obtain the CO's concurrence prior to proceeding with any software and license acquisition in connection with this contract. Prior to the Contractor's either (i) acquisition of any license to furnish the Government pursuant to this contract, or (ii) provision of any third-party license to the Government pursuant to this contract, the Contractor shall submit the license to the CO and Contracting Officer's Representative (COR) for review and acceptance. If the CO determines license provisions are inconsistent with Federal law or regulation, the Contractor shall negotiate changes with the software vendor at no additional cost to the Government. Thereafter, the contractor shall submit the software and revised license to the CO and COR for review and acceptance prior to the delivery of the software and license to the Government. If the contractor is unable to negotiate changes that are acceptable to the Government, the contractor shall notify the CO and COR immediately.

4.20.3. Licenses or Terms and Agreements for third party software the contractor acquires in connection with, or furnishes under, this contract shall not include the following:

4.20.3.1. Indemnification by the Government. See 31 USC § 1341.

4.20.3.2. Representation by any party of the United States or its Interests by any entity except the Department of Justice (DOJ). Only DOJ has authority to represent the United States or its interest in litigation, including but not limited to any Intellectual Property, Patent, and Copyright litigation concerning the Government. See 28 USC § 516.

4.20.3.3. Jurisdiction or venue outside United States Federal Courts or governing law that is not the laws of the United States of America. Any and all license terms and agreements will be governed, interpreted and enforced in accordance with the laws of the United States of America. See 41 U.S.C. Chapter 41; FAR 52.212-4(e).

4.20.3.4. Binding arbitration.

4.20.3.5. Automatic renewal of the license. See 31 USC 1341.

4.20.3.6. Any order of precedence except for FAR 52.212-4(r).

4.20.3.7. Any Audit Clause except the following: "upon conclusion of the license and upon written request of the licensor, the government will provide a certificate of compliance duly executed by an official with authority to provide such certification."

4.20.3.8. Any warranty except for that provided in 52.212-4(o). The software shall be warranted under 52.212-4(o) for a period of 180 days.

4.20.3.9. Termination rights belonging to the licensor or the Contractor that do not require prior consent of the Government.

4.20.3.10. Click licenses or click terms akin to those described in FAR 52.212-4(s).

4.20.3.11. Terms that do not comport with installation or mission requirements.

4.20.4. Embedded Third Party Software. The Contractor will ensure any third-party software and applicable third-party software provided to the Government under this contract meet the terms set forth throughout this Section 6, **INTELLECTUAL PROPERTY, USE OF DATA, INFORMATION AND MATERIALS**, including but not limited to the submission of applicable license terms and software to the CO for review and concurrence.

4.20.5. All databases, analyses, evaluations, papers, training- or curriculum-related materials, studies, applications, information, programming code, instructions, reports, studies, Works, materials, Items, and anything else developed in regard to this contract are the property of the Government and may not be reused without prior written permission of the Government. Likewise, presentation of these Items/Works to the general public or any third party is prohibited without written permission of the Government.

4.20.6. Publicity and Marine Corps Brand. Neither the Contractor nor its Subcontractors are authorized to use, modify, reproduce, or display Marine Corps branding, copyrights, trademarks, or other intellectual property without prior written authorization from the CO.

4.20.7.. The rights and remedies described herein shall not be exclusive and are in addition to other rights and remedies provided by law or elsewhere included in this contract.

4.20.8. Compliance with this section (intellectual property, use of data, information and materials) is a material requirement of this contract.

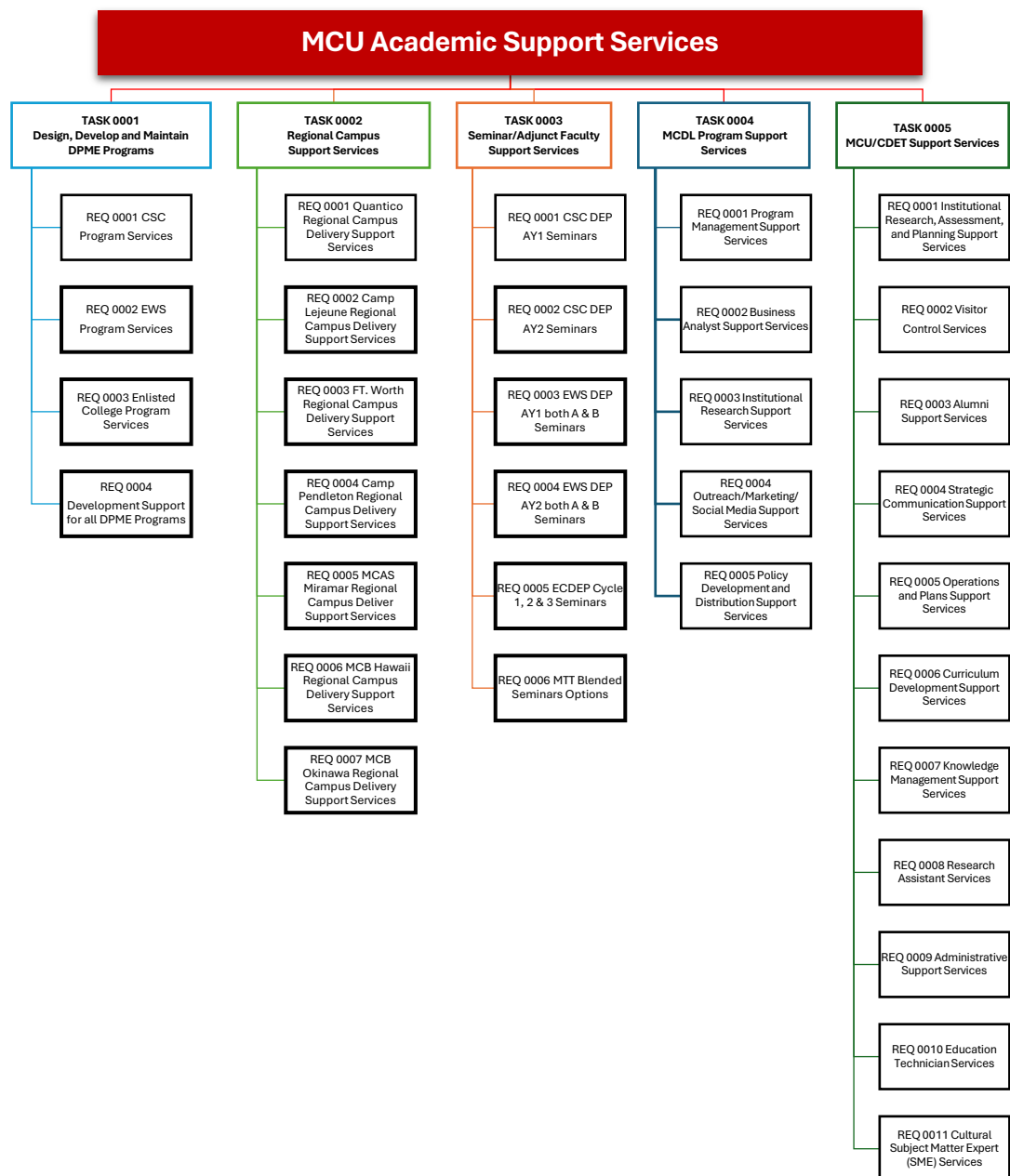
4.21 Contractor's Proposal Incorporation into Contract

The Contractor's proposal is hereby incorporated into the contract. In the event of any conflict between the proposal, which is incorporated into the contract, and any other portion of the contract, the conflict shall be resolved in favor of the contractual terms that were provided in the

Government's proposal request. Moreover, in the event that the contractor's proposal exceeds any proposal request requirement it will become the minimum or threshold contract requirement. Failure of the contractor in meeting the minimum or threshold contract requirement may result in the Government seeking consideration from the Contractor.

5.0. Technical Requirements and Tasks

5.1. The scope of this effort is summarized as follows:



5.1.1. There are 5 task areas in this PWS. Each task area contains specific requirements that must be supported to meet the terms of the contract. The Contractor must execute the tasks and requirements as define herein and per task order scope of work.

5.2. Task 1- Design, Develop and Maintain the DPME Programs

The design and development of DPME programs shall be conducted in government spaces at Quantico, VA. The Contractor shall provide support services to MCU CDET DPME with designing, developing, and maintaining the DPME Programs.

The Contractor shall provide Distance Education Program (DEP) SME services specific to each program's curriculum to support the CDET CSCDEP, CSCBSP, EWSDEP, EWSBSP and ECDEP programs at MCB Quantico. Delivery is in electronic format in the MOODLE LMS.

The Contractor shall:

- a. Ensure all SMEs maintain USMC SME proficiency in their respective program's curriculum as measured through the Course Content Review Board (CCRB) process referenced in Appendix E.
- b. Adapt resident curriculum into distance education curriculum using the Marine Corps Instructional Systems Design/Systems Approach to Training and Education (MCISD/SATE) curriculum development process per NAVMC 1553.1A.
- c. Revise and update courseware according to CDET's course development schedules.
- d. Develop course/lesson objectives using Bloom's revised taxonomy to accomplish resident school educational outcomes.
- e. Establish and maintain courseware, curriculum and assessment version control.
- f. Create and safeguard course assessments electronically.
- g. Develop and maintain an electronic assessment-mapping document, demonstrating appropriate linkages between assessments and specific educational objectives, and learning outcomes.
- h. Develop electronic answer and reference keys for course assessments.
- i. Maintain electronic files of all documents, assessments, graphics, readings, electronic media and supporting information for the courses.
- j. Coordinate with the program editor to ensure copyright approval for all provided course materials.
- k. Maintain and manage the master LMS course sites, keep them current and responding to questions about content for each program's curriculums.
- l. Provide up to date course information for the CDET public facing website.
- m. Answer questions from the field on all aspects of the courses.
- n. Perform faculty development (FD) according to the CDET FD program by:
 - 1) Updating and managing course LMS FD site's content, keeping it current and monitoring the site during course execution.
 - 2) Electronically developing and distributing the course faculty guide.
 - 3) Maintaining the content for the course on the CDET web page.
 - 4) Developing recommendations for faculty standards unique to respective courses.
- o. Conduct Institutional Effectiveness/Institutional Research (IE/IR) analysis for the course by:

- 1) Analyzing student performance data and recommending curriculum changes to the Dean of Academics.
 - 2) Conducting and electronically recording test item analyses for course assessment evaluation.
 - 3) Analyzing and electronically recording end-of-course comments from students, faculty, commanders and outside stakeholders.
 - 4) Preparing and analyzing descriptive statistics and graphical displays of EOC survey data electronically for determination of course modifications.
 - 5) Preparing electronic Course Content Review Board (CCRB) reports and/or briefings on IR findings for the course.
- p. Travel to IR and Process for the Accreditation of Joint Education (PAJE) or Outcome Based Military Education (OBME) visits, conferences and briefings as required by the CDET Dean of Academics.
 - q. Participate in annual MCU faculty development sessions.
 - r. Conduct research for appropriate video/audio clips, and photographs from the Marine Corps Audio/Visual (A/V) Repository and other Marine Corps agencies.
 - s. Participate in the J-7s Annual Joint Faculty Education Conference (JFEC).

5.2.1. Requirement 1 - CSC Program Services

The Contractor shall provide CSCDEP SME services to support eight separate CSCDEP courses, teaching fundamentally different content.

The Contractor shall:

- a. Incorporate Joint Professional Military Education Phase I requirements per CJCSI 1800.01 (OPMEP) into the course and prepare briefings and self-study for the Process for the Accreditation of Joint Education (PAJE), Outcome Based Military Education (OBME) or other reviews required by the Joint Staff J7 or CDET Dean of Academics.
- b. Provide SME services in the following 8 areas: 1. Theory and Nature of War, 2. National and International Security Studies, 3. Operational Art, 4. Joint Warfighting, 5. Small Wars, 6 MAGTF Operations, 7. Naval Expeditionary Operations, 8. Operation Planning and War gaming.
- c. Provide information for accreditation requirements electronically to the Dean of Academics.
- d. Provide SME expertise to PAJE or OBME review teams in accordance with CJCSI 1800.1 (OPMEP).
- e. Attend the annual Joint Faculty Education Conference (JFEC) hosted by the Joint Staff J-7.
- f. Each SME shall teach up to two courses at Quantico (by course number) per year.
- g. Ensure SMEs are primarily collocated with the CDET office at the CSC resident school, or a CDET Regional office if approved by the government.

5.2.2. Requirement 2 - EWS Program Services

The Contractor shall provide EWSDEP SME services to support five separate EWSDEP courses, teaching fundamentally different content.

The Contractor shall:

- a. Develop courses in accordance with Student Learning Outcomes approved by CG, EDCOM.
- b. Each SME shall teach two courses (by course number) with at least one in their designated course per AY.
- c. Ensure all courseware, including all assessments and faculty development material is ready for dissemination by the last day of April for the following academic year.
- d. Provide subject matter expert services in each of the following 7 areas:
 1. Ground Combat Arms (including Doctrine, Maneuver and Fires)
 2. Aviation
 3. Logistics
 4. Planning (utilizing Marine Corps Planning Process (MCP))
 5. Amphibious Operations
 6. Practical Exercises/War gaming and
 7. Leadership/Ethics and Prerequisite development.
- e. Ensure SME Services are primarily collocated with the CDET office at the EWS resident school or a CDET Regional office, if approved by the government.

5.2.3. Requirement 3 - Enlisted College Programs Services

The Contractor shall provide ECDEP SME services to support six separate IMI courses (Phase I IMI) and three separate ECDEP courses (Phase II Regional Seminars), teaching fundamentally different content.

The Contractor shall:

- a. Develop courses to primarily achieve the Student Learning Outcomes approved by CG, EDCOM.
- b. Incorporate Joint Professional Military Education requirements and Joint Enlisted Desired Leader Attributes per CJCSI 1805.01C (EPMEP) into the courses.
- c. Incorporate Marine Attributes per NAVMC 3500.18E (MCS T&R Manual) into the courses.
- d. Provide SME services in the following three (3) areas: 1. Administration and Communications, 2. Warfighting, 3. Leadership and Ethics.
- e. Gather and create electronic multimedia assets in coordination with ISS and Graphic Artist.
- f. Conduct a thorough review of deliverables for content accuracy, participate in onsite reviews and provide electronic feedback to the Dean of Academics.
- g. Maintain courseware materials, including assessments, that are active on MarineNet and perform annual reviews to maintain quality and accuracy of assigned Phase I courses.
- h. Coordinate with CDET MarineNet officer to ensure courses and end-of-course exams meet technical requirements for MarineNet delivery.
- i. Coordinate with MCU College of Enlisted Military Education curriculum developers to ensure current versions of available content materials prior to curriculum development.
- j. Ensure all Phase II courses, to include assessments and faculty development material, are ready for dissemination by the last day of April for the following academic year.

- k. Each SME shall teach one Phase II course at Quantico or online (by course number) for at least one seminar iteration per AY.
- l. Ensure SMEs are primarily collocated with the CDET office at the Enlisted College or a CDET Regional office, if approved by the government.

5.2.4. Requirement 4 - Development Support for all DPME programs

5.2.4.1. Editorial and Online Writing Services

The Contractor shall provide Editorial/Online writing services in Government provided spaces to support 3 different locations at Quantico, VA to support all DPME programs (CSCDEP, CSCBSP EWSDEP, EWSBSP and ECDEP) . The Contractor shall provide comprehensive editorial, publishing, and academic support services to ensure the quality, integrity, and effective delivery of courseware and exams. The Contractor will also deliver writing instruction and support by maintaining online writing centers, developing writing tools and courses, teaching recurring online classes, and assisting subject matter experts with the effective use of artificial intelligence in curriculum development.

The Contractor shall:

- a) Edit exams and courseware revisions.
- b) Paginate courseware.
- c) Assemble original course books and exams electronically.
- d) Convert text type files into mobile e-book compatible files, e.g., MOODLE books.
- e) Reformat Government or commercial courseware into MS Word and Adobe Portable Document Format (.pdf) formats after obtaining any necessary copyright permission.
- f) Coordinate copyright requests with curriculum SMEs and the MCU copyright clerk.
- g) Maintain an archive of copyright permissions requested and completed.
- h) Assist curriculum developers in collecting and reporting results of the CCRB up to 18 times annually.
- i) The Contractor shall edit FD materials, online content and courses.
- j) Conduct anti-plagiarism and artificial intelligence software checks on written assignments.
- k) Provide writing and composition advice and assistance to CDET staff, curriculum SMEs and students.
- l) Maintain CDET online writing centers for appropriate programs.
- m) Develop online writing tools and courses for students and faculty.
- n) Teach an online essay fundamentals class four times each year for each program.
- o) Understand the use of artificial intelligence programs to assist SMEs with curriculum development.

5.2.4.2. Media/Videographer Services

The Contractor shall provide Media/Videographer services in Government provided space to support 3 different locations at Quantico, VA to support three separate DPME programs (CSCDEP, EWSDEP, and ECDEP).

The Contractor shall:

- a) Design, develop and integrate multimedia elements and products in curriculum course materials.
- b) Capture and edit video and audio, and work with Adobe products to integrate interactive multimedia elements.
- c) Conduct research for appropriate video/audio clips, and photographs from the Marine Corps Audio/Visual (A/V) Repository and other Marine Corps agencies.
- d) Develop computer-based learning products using HTML5 and later products.
- e) Provide multimedia products to course directors in the development of their course material.
- f) Develop multimedia that supports instructional validity and technical performance for asynchronous, self-paced delivery via MOODLE/MarineNet
- g) Develop multimedia for marketing and outreach programs in support of CDET and MCU.
- h) Capture and edit video of speakers at MCU for delivery to DPME students through the E-Learning Ecosystem (MarineNet, LMS Etc.).

5.2.4.3. Graphic Arts Services

The Contractor shall provide Graphic Arts and Design services in Government provided space at Quantico, VA . Responsibilities include advising SMEs and Instructional Systems Designers on visual strategies to achieve learning objectives; developing graphics, multimedia products, and user interfaces for asynchronous delivery via MarineNet, MOODLE, and mobile platforms; and capturing, editing, and integrating still and motion imagery to support courseware and marketing efforts.

The Contractor shall:

- a) Advise the SMEs and Instructional System Designers (ISDs) on graphic strategies to achieve learning outcomes and objectives.
- b) Develop graphics that support instructional validity and technical performance for asynchronous, self-paced delivery via MarineNet and or MOODLE
- c) Coordinate with Headquarters Marine Corps Public Affairs Office and TECOM ComStart Branch in imagery and video collection efforts.
- d) Develop graphics and multimedia for CDET marketing and outreach programs.
- e) Capture image and photo products from the Marine Corps Imagery Resource Center, TECOM Combat Camera Branch, the World Wide Web (WWW) and other searchable image databases.
- f) Provide photographic and video-graphic technical expertise for the development or evaluation of courseware.
- g) Design and develop graphical user interfaces for LMS-based, stand-alone and mobile courseware applications.
- h) Attend initial project meetings for courseware requiring still or motion photography.
- i) Capture and edit video and audio and work with Adobe products to integrate interactive multimedia elements.

5.2.4.4. Hypertext Markup Language 5 (HTML5) Programming Services

The Contractor shall provide HTML5 Programming services to support academic development of the DPME programs . Support shall be provided for Phase I IMI courses included in Table 4 above. HTML5 is the industry standard required to provide the programming services under this task. Responsibilities include advising DEP SMEs and Instructional Systems Designers on HTML5-based strategies to achieve learning outcomes; developing interactive, technically sound courseware and multimedia products for asynchronous delivery; and supporting imagery and video integration through coordination with authorized repositories. The Contractor will also deliver programming and webpage design expertise to course directors and associate deans to ensure high-quality, accessible, and mission-aligned digital learning experiences.

The Contractor shall:

- a) Provide programming expertise to the DEP SMEs and Instructional Systems Design on graphic strategies to achieve learning outcomes and objectives using HTML 5.
- b) Develop interactive HTML 5 files that support instructional validity and technical performance for asynchronous, self-paced delivery via MarineNet.
- c) Coordinate with the Marine Corps Imagery Resource Center, TECOM Combat Camera Branch, the World Wide Web (WWW) for imagery and video collection efforts.
- d) Provide programming for creating courses and multimedia content for delivery on the MarineNet eLearning Ecosystem.
- e) Provide programming for creating multimedia for CDET marketing and outreach programs.
- f) Provide programming expertise to course directors in the development of their course material.
- g) Provide webpage design and programming expertise to each associate dean.

5.2.4.5. Faculty Development Services

The Contractor shall provide comprehensive Faculty Development (FD) subject matter expertise and instructional support services across CDET's Officer and Enlisted Professional Military Education programs. Responsibilities include maintaining SME proficiency; revising, updating, and teaching Faculty Orientation (FacO) 101 and 201; developing learning outcomes and lesson objectives grounded in Bloom's revised taxonomy and adult learning theory; and ensuring full electronic version control, assessment integrity, curriculum mapping, and faculty development course site management.

The Contractor shall:

- a) Provide simultaneous FD SME services specific to each DEP's curricula to support the prospective faculty for CDET OPME (CSCDEP and EWSDEP), and EPME (the three ECDEP programs).
- b) Ensure all SMEs maintain SME proficiency in developing teaching faculty for onsite or online nonresident delivery.
- c) Ensure SMEs know and understand education theory and the newest teaching techniques given the technology provided.
- d) Revise, update, and maintain two major FD courses, Faculty Orientation (FacO) 101 and FacO 201 for officer and enlisted PME courses.

- e) Maintain FacO 101 and 201 student and faculty course sites.
- f) Develop FacO 101, and 201 schedules based on the timing and needs of the government.
- g) Develop program/learning outcomes and lesson objectives using Bloom's revised taxonomy and andragogy to accomplish FD educational outcomes.
- h) Establish and electronically maintain FD courseware, curriculum and assessment version control.
- i) Create and safeguard FD course assessments electronically.
- j) Electronically document the linkages between course lesson objectives and assessments.
- k) Develop electronic answer and reference keys for course assessments.
- l) Develop and maintain an electronic mapping document demonstrating appropriate linkages between issues for discussion and specific educational objectives and learning outcomes.
- m) Maintain electronic files of all documents, assessments, graphics, readings, electronic media and supporting information for the FD courses.
- n) Maintain and manage the master LSS course sites, keeping them current.
- o) Answer questions from the field on all aspects of FD courses.
- p) Teach every FacO 101 and 201 online seminars according to the approved schedule.
- q) Participate in Course Content Review Boards (CCRB) and prepare electronic reports and/or briefings on IR findings on faculty for each course in each OPME, and EPME programs.
- r) Participate in mid-year reviews located at a designated regional office and the CDET annual summer FD workshop located in Quantico.

5.2.4.6. Voice Talent Services

The Contractor shall provide professional voiceover services using CDET-approved talent to support course narration and related projects. Responsibilities include submitting MP3 voice samples for approval; providing at least one approved male and one approved female voice; recording scripts exactly as written; and delivering broadcast-quality MP3 files formatted and named in accordance with CDET specifications.

The Contractor shall:

- a) Provide voiceover capability by approved talent. Contractor shall send a sample MP3 via email or ftp of talent for approval by CDET.
- b) Provide at least one male and one female voice of approved talent.
- c) Provide voiceover recorded by approved talent.
- d) Perform the script or copy exactly as provided by CDET and shall provide "broadcast quality" digital files of the performance to CDET in accordance with this agreement.
- e) Provide pricing based on what the government provides as follows: All per page projects shall be quoted using Microsoft Word documents in single space, 12-point, Times New Roman font size. Course narration scripts shall be sent using the attached format. Copy scripts will be sent with 1" Margins left, right, top, and bottom. Copy scripts may be sent in other formats but shall be converted to these specifications for pricing.
- f) Provide final digital files to CDET via FTP or similar service in MP3 digital format. Each row of course narration shall be sent as a separate file named as per page identified in column one of the course narration scripts.

- g) Provide for 900 pages of male voice over talent.
- h) Provide for 600 pages of female voice over talent.

5.2.4.7. Educational Technologist Services

The Contractor shall provide Educational Technology Services (ETS) to support all DPME programs (CSCDEP, CSCBSP, EWSDEP, EWSBSP and ECDEP) from Government space at locations on Quantico, VA.

The Contractor shall:

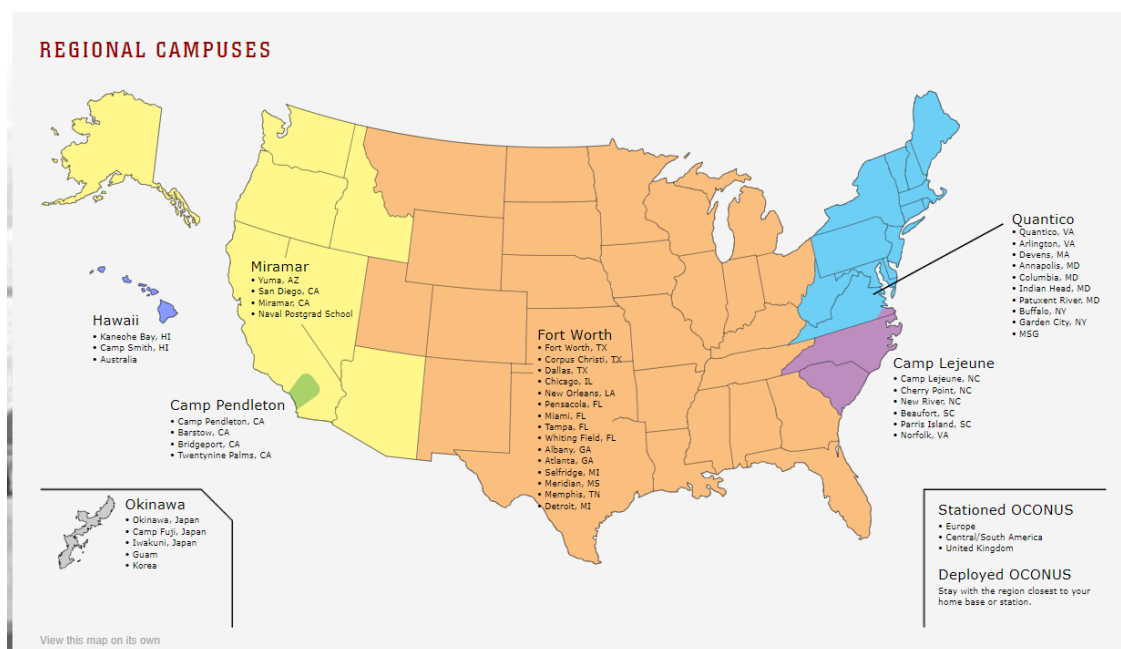
- a) Provide technical expertise for using and managing the CDET LSS.
- b) Work with tier 1 support personnel and management to refine tier 1 technical support strategies.
- c) Coordinate with and train tier 1 support personnel
- d) Produce multimedia educational course content.
- e) Establish requested student and instructor LMS MOODLE accounts and courses.
- f) Develop and deliver training materials (tutorials) on educational technology to instructors, course directors, RDs, chief instructors and staff electronically.
- g) Recommend technical solutions to adapt course distribution and content delivery to diverse user populations and technical environments.
- h) Develop graphics, user interfaces, HTML5 animations, databases, technical procedure documentation, videos, documents, spreadsheets and audio files for instructional use in multiple formats.
- i) Establish course organization, database management and design.
- j) Conduct research and development of new system features.
- k) Coordinate with course developers to aid with technical aspects regarding development of courses within the LMS MOODLE.
- l) Act as point of contact for submitting trouble tickets and managing technical issues such as bug fixes, upgrades and routine maintenance downtime with the LMS.
- m) Convert assessments for electronic delivery via the LMS and government assessment tool.

Table 9 - Task 1 Deliverables	
Requirement	Deliverables
Requirement 1: Quantico, VA CSC Curriculum Development Services	CSC DEP - Electronic curricula formatted in the MOODLE LMS. CSC BSP - Electronic curricula formatted in the MOODLE LMS.
Requirement 2: Quantico, VA EWS Curriculum Development Services	EWS DEP - Electronic curricula formatted in the MOODLE LMS EWS BSP - Electronic curricula formatted in the MOODLE LMS
Requirement 3 Quantico, VA ECDEP Curriculum Development Services	ECDEP - Electronic curricula formatted in the MOODLE LMS

<p>Requirement 4: Development Support for all DPME Curricula</p>	<p>Quantico, VA. - Individual Components and services that support CSC, EWS and ECDEP Curricula.</p> <p>Quantico, VA - MOODLE sites to support all Seminars.</p> <p>Fort Worth, TX - Faculty Development 101 and 201 sites in the MOODLE LMS.</p>
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5.3. Task 2 - Regional Campus Support Services

To facilitate consistency in delivery and to ensure quality of instruction, CDET has established seven regional offices, each managed by a Government Regional Director (RD). Each RD is responsible for managing their office and providing educational support to the students and Unit Commanders in their region . The areas responsible for each of the seven regional offices is represented below.



5.3.1 . Services common in all Regional Campus Office Locations

Services common in all Regions include Regional Chief Instructors, Administrative Support Services and Adjunct Faculty Services . At a high level, Regional Chief Instructors manage the Adjunct faculty for their programs and work with Administrative Support Specialists to organize Students into seminar cohorts of 12 - 16 students . Specific requirements are as follows:

5.3.1.1 Regional Chief Instructor Faculty Services

Regional Chief Instructor faculty manages and trains the part time adjunct faculty of their respective programs. They work with the administrative Support specialist to ensure that students

seeking PME opportunities are organized into cohorts and assign adjunct faculty as instructors.

The Contractor shall:

- a. Submit qualified Adjunct Faculty (AF) biographies to the CDET Dean of Academics for verification of qualifications.
- b. Meet the CDET instructor evaluation standards for its onsite and online seminars.
- c. Each instructor shall teach at least 1 course (by course number) per academic year (AY) in their respective programs (CSCDEP, EWSDEP or ECDEP).
- d. Conduct faculty development (FD) (to include instructional methods) with AF in each region, using CDET FD tools and in conjunction with the CDET FD program. The Contractor shall provide AF with ten (10) hours of local FD per AY.
- e. Ensure respective AF complete Faculty Orientation 101 training and determine AF strengths and weaknesses.
- f. Interact routinely with CDET associate deans and course subject matter experts/directors to maintain content currency and to assist with AF questions.
- g. Monitor Institutional Research (IR) data and reports for each region and brief results to the respective RD.
- h. Evaluate students and AF end of course feedback and provide the RD and Associate Deans with electronic feedback recommendations.
- i. Ensure AF grading follows each program's faculty handbook and grading rubrics, and ensure all grades are reported within the CDET LSS within 10 days of course completion or report any unfinished activity to the RD in accordance with CDET Policy 5-17.
- j. Ensure that faculty complete End Of Course (EOC) surveys via the LMS at the end of each seminar course. The Contractor shall encourage maximum participation of student responses for EOC surveys.
- k. Make a minimum of two visits per year, on a semi-annual basis, to remote locations within the regions that have AF-led seminars.
- l. Deliver feedback to the RD and CDET Dean of Academics on AF performance, per CDET faculty evaluation criteria, monthly and provide an annual cumulative assessment on all regional faculty.
- m. Review and recommend papers for MCU writing awards.
- n. Ensure LMS enrollment of eligible faculty and students into courses and provide faculty and students with limited basic LMS support.
- o. Grade students' papers, essays, planning products and perform any additional grading requirements as specified in the CDET course close out policies and timelines.
- p. Attend the annual CDET Faculty workshop at Quantico VA, which is normally 5 consecutive days in the summer months.
- q. Collect any adjunct faculty ad hoc reports as required by CDET or MCU.

5.3.1.2. Administrative and Educational Support Services

Administrative and Educational Support Specialist(s) greet students seeking PME opportunities and track all student inquiries . They support the organization of students in seminar cohorts . They also manage student entries in the seminar MOODLE sites.

The Contractor shall:

- a. Provide word processing, spreadsheet and presentation development and data entry services using Microsoft (MS) Office or compatible products.
- b. Answer telephones, e-mails, take and deliver messages.
- c. Draft written correspondence.
- d. Provide students with assistance with course enrollments, transfers, acquiring academic transcripts, submitting waiver requests, grade reporting, setting up MarineNet and LMS MOODLE accounts and acquiring course materials.
- e. Resolve student administrative issues or present student administrative issues to the Regional Director for resolution (e.g., office hour queries, request for phone numbers, etc.).
- f. Be conversant in the use of MCTIMs in order enroll and manage students.

5.3.2 . Blended Teaching Faculty Services

Blended Seminars support the CSC and EWS programs . Blended seminar faculty are full time faculty members . Blended seminars include a mix of resident and non-resident periods to provide a more resident-like experience . The additional time in resident periods allows for more time to cover subjects in greater depth . Blended teaching faculty Services are required at the following locations:

- MCB Quantico, VA,
- MCB Camp Lejeune, NC,
- MCB Camp Pendleton, CA,
- MCB Kaneohe Bay, HI,
- MCB Camp Butler, Okinawa, Japan.

5.3.2.1. Blended Teaching Faculty Services

The Contractor shall:

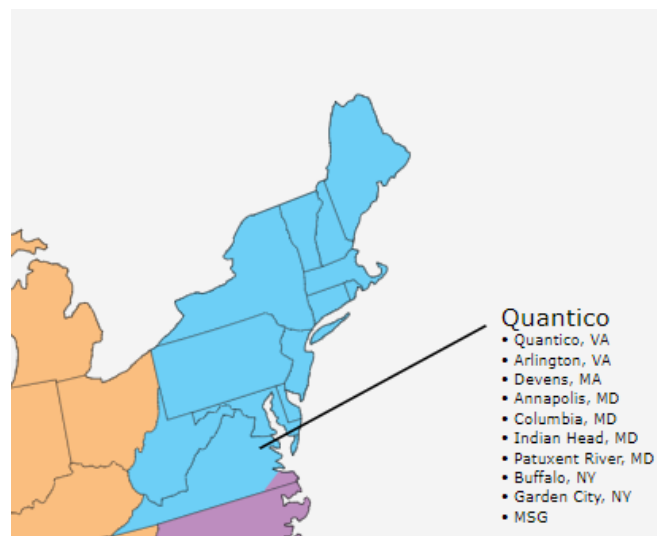
- a. Conduct CSCDEP and EWSDEP in blended-seminar format. Blended seminars consist of a mix of in-residence seminar periods and online seminar periods.
- b. Conduct Socratic style onsite and online seminars.
- c. Teach only CDET approved curricula.
- d. Use CDET teaching materials, faculty guides and faculty LMS sites.
- e. Grade students' papers, essays, planning products and meet any subjective grading requirements as specified in CDET course close-out policies and timelines.
- f. Ensure strict enforcement of test security and integrity.
- g. Follow the approved teaching schedule.
- h. Grade according to CDET prescribed rubrics.
- i. Remediate students by providing additional personal instruction to students who fail exams.
- j. Enforce the CDET academic integrity policy.
- k. Ensure that at the end of each seminar course, seminar students and faculty complete EOC surveys via the LMS.
- l. Ensure LMS enrollment of eligible faculty and students into courses and provide faculty and students limited basic LSS support.

- m. Attend the annual CDET Faculty workshop at Quantico VA, which is normally for 5 consecutive days in the summer months.
- n. Participate in no more than ten (10) hours of local faculty development per AY, as determined by the RD.
- o. Successfully complete Faculty Orientation 101 prior to teaching.
- p. Every third year the Contractor shall successfully complete Faculty Orientation 201 or its successor course prior to teaching that AY.
- q. Provide ad hoc reports as required by CDET and MCU.

The following are the respective requirements of services by Regional Campus and office locations support.

5.3.3. Requirement 1: Quantico Regional Campus Delivery Support Services

The Quantico regional Campus is located at the Marine Corps University Campus on Marine Base Quantico, VA. The Regional office is in Building 2076, Breckenridge Hall. Although the Campus is in Quantico, this office is also responsible for providing DPME seminars to all Marines within the Northeast region listed in blue below.



The major customers of this Regional Campus are

- Headquarters Marine Corps,
- Marine Forces Reserve (Northeast),
- Marine Corps Combat Development Command,
- Marine Corps Systems Command,
- Marine Corps Installations Command (Northeast),
- Training and Education Command, and
- National Capital Region.

The following table displays the Quantico Regional Campus workload averages by program:

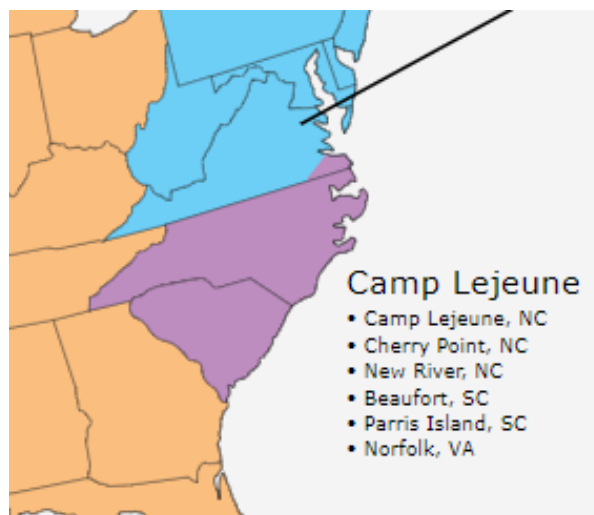
Table 10 - Quantico, VA Regional Campus expected demand by program		
Program	Instructional Period	Number of Seminars
CSCDEP	AY 1	12
CSCDEP	AY 2	12
EWSDEP	AY1A	4
EWSDEP	AY1B	4
EWSDEP	AY2A	4
EWSDEP	AY2B	4
ECDEP Courses	Cycle 1	18
ECDEP Courses	Cycle 2	18
ECDEP Courses	Cycle 3	18

The Contractor shall also provide the following BSP courses:

- CSC BSP - 2 Seminars once a year following the Quantico academic schedule.
- EWS BSP - 1 Seminar twice a year following the EWS BSP Regular cycles 1 & 2.

5.3.4. Requirement 2: Camp Lejeune Regional Campus Delivery Support Services

The Camp Lejeune, NC (CLNC) Regional Campus is located on Marine Corps Base Camp Lejeune. The Regional office is in Building 407. Although the Regional Campus is located on Camp Lejeune this office is also responsible for providing DPME seminars to all Marines within the Mid-Atlantic region listed in purple below. CLNC Regional Campus also has a significant presence for seminars in the Beaufort/Marine Corps Recruit Depot Parris Island, SC area as well as the Norfolk, VA area.



The major customers of this Regional Campus are:

- II Marine Expeditionary Force,
- Marine Forces Reserve,
- Marine Corps Installations East,

- Training and Education Command,
- Marine Forces Special Operations Command, and
- Marine Corps Recruit Depot Parris Island.

The following table displays the Camp Lejeune Regional Campus deliverables by program:

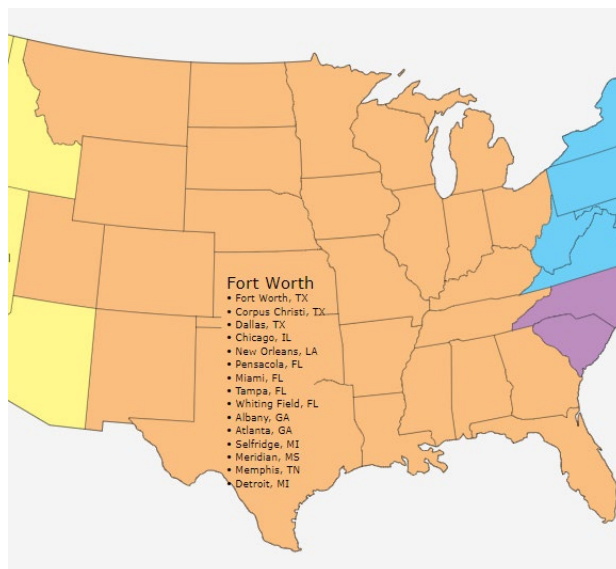
Table 11 - Camp Lejeune, NC Regional Campus expected demand by program		
Program	Instructional Period	Number of Seminars
CSCDEP	AY 1	14
CSCDEP	AY 2	15
EWSDEP	AY1A	9
EWSDEP	AY1B	9
EWSDEP	AY2A	9
EWSDEP	AY2B	9
ECDEP Courses	Cycle 1	21
ECDEP Courses	Cycle 2	21
ECDEP Courses	Cycle 3	21

The Contractor shall also provide the following BSP courses:

- CSC BSP - 2 Simultaneous Seminars, twice a year following the CSC BSP Cycles 1 & 2 schedules.
- EWS BSP - 3 Simultaneous Seminars twice a year following the EWS BSP Cycles 1 & 2 schedules and an additional 2 Simultaneous Seminars twice a year following the EWS BSP Off Cycles 1 & 2 Schedules. At times the CLNC will be running up to 5 Simultaneous seminars at one time.

5.3.5. Requirement 3 - Fort Worth Regional Campus Delivery Support Services

The Fort Worth Regional Campus is located on Joint Reserve Base Fort Worth. The Regional office is in Building 1525. Although the Regional Campus is located on Joint Reserve Base Fort Worth this office is also responsible for providing DPME seminars to all Marines within the Middle region of the United States, listed in orange below. This Regional Campus supports a large Marine Reserve population. Up to 60% of the learners in this region are reservist.



The main customers of this Regional Campus are:

- Marine Forces Reserve, New Orleans,
- Marine Detachments in Fort Worth, Fort Bliss, Fort Sill, Kansas City, Chicago, Minneapolis,
- Marine Aviation Training Support Group, Corpus Cristi, and
- Marine Aviation Training Support Group Pensacola, FL.

The following table displays the Fort Worth, TX Regional Campus deliverables by program:

Table 12 - Fort Worth, TX Regional Campus expected demand by program		
Program	Instructional Period	Number of Seminars
CSCDEP	AY 1	12
CSCDEP	AY 2	12
EWSDEP	AY1A	6
EWSDEP	AY1B	6
EWSDEP	AY2A	6
EWSDEP	AY2B	6
ECDEP Courses	Cycle 1	21
ECDEP Courses	Cycle 2	21
ECDEP Courses	Cycle 3	21

This Regional Campus does not regularly offer CSC or EWS Blended Seminar programs.

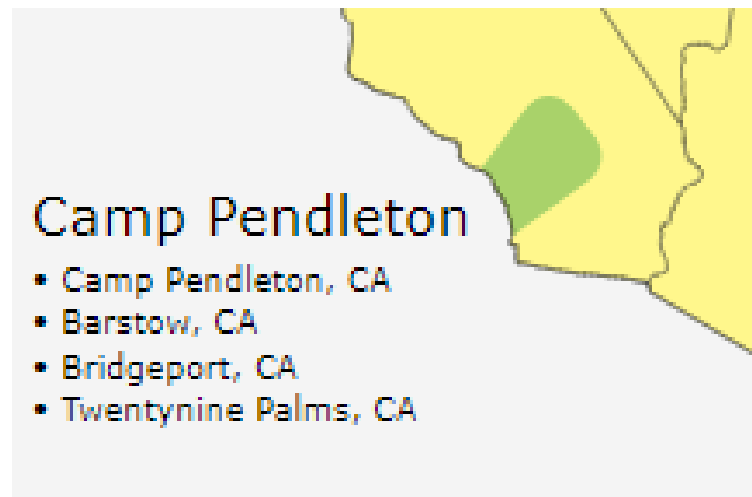
5.3.6. Requirement 4- Camp Pendleton Regional Campus Delivery Support Services

The Camp Pendleton Regional Campus is located on Marine Base Camp Pendleton, CA (CPCA). The Regional office is in Building 22181. Although the Regional Campus is located on

CPCA this office is also responsible for providing DPME seminars not only to Camp Pendleton but also to:

- Marine Corps Base 29 Palms CA,
- Marine Corps Base Barstow CA, and
- Marine Mountain Warfare Training Center, Bridgeport, CA.

The CPCA Regional Campus area is listed in green below.



The main customers of this Regional Campus are the:

- Marines supporting I MEF
- Marines on 29 Palms, Barstow and at the Mountain Warfare Training Center in Bridgeport, CA.

The following table displays the Camp Pendleton, CA Regional Campus deliverables by program:

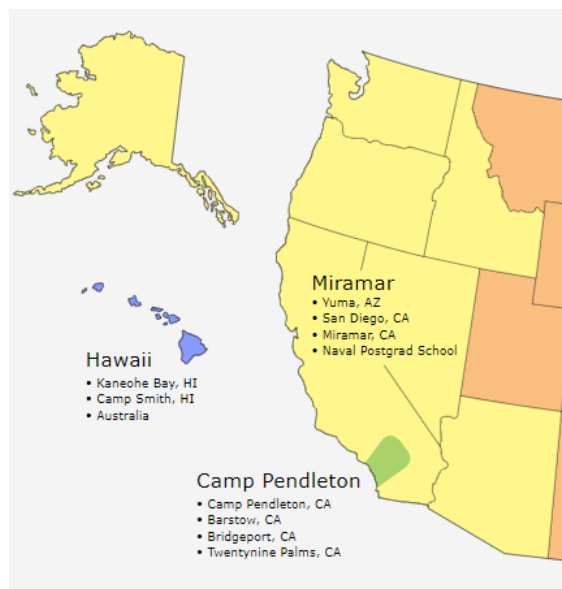
Table 13 - Camp Pendleton, CA Regional Campus expected demand by program		
Program	Instructional Period	Number of Seminars
CSCDEP	AY 1	7
CSCDEP	AY 2	7
EWSDEP	AY1A	5
EWSDEP	AY1B	5
EWSDEP	AY2A	5
EWSDEP	AY2B	5
ECDEP Courses	Cycle 1	21
ECDEP Courses	Cycle 2	21
ECDEP Courses	Cycle 3	21

The Contractor shall also provide the following BSP courses:

- CSC BSP - 2 Simultaneous Seminars, twice a year following the CSC BSP Cycles 1 & 2 schedules.
- EWS BSP - 4 Simultaneous Seminars twice a year following the EWS BSP Cycles 1 & 2 schedules.

5.3.7. Requirement 5- Marine Corps Air Station Miramar Regional Campus Delivery Support Services

The Marine Corps Air Station Miramar, CA Regional Campus Office is in building 9175. In addition to Miramar this region handles Distance PME programs aboard Marine Corps Recruit Depot San Diego, Yuma, AZ, has a large Officer presence aboard The Naval Post Graduate School in Monterey, CA and supports DPME programs across the areas is yellow below.



The main customers of this Regional Campus are the Marines supporting the:

- Air Station at Miramar, CA,
- Recruit Depot at San Diego, CA,
- Marines in Yuma, AZ, and
- Marines attending the Naval Postgraduate School.

The following table displays the Marine Corps Air Station Miramar Regional Campus deliverables by program:

Table 14 - Marine Corps Air Station Miramar, CA Regional Campus expected demand by program		
Program	Instructional Period	Number of Seminars
CSCDEP	AY 1	12
CSCDEP	AY 2	11

EWSDEP	AY1A	9
EWSDEP	AY1B	9
EWSDEP	AY2A	9
EWSDEP	AY2B	9
ECDEP Courses	Cycle 1	21
ECDEP Courses	Cycle 2	21
ECDEP Courses	Cycle 3	21

This Regional Campus does not regularly offer CSC or EWS Blended Seminar programs.

5.3.8. Requirement 6 - MCB Hawaii Regional Campus Delivery Support Services

The Hawaii Regional Campus is co-located with the resident SNCO Academy on Marine Corps base Camp Smith in building 224. Although co-located with the resident academy this contract does not cover resident services, only Distance PME programs. This Regional Campus covers not only the Marines in Hawaii but also those in Australia. The regional Campus is depicted below in blue.



The main customers of this regional Campus are:

- Marines of III MEF, and
- Supporting MARFOR PAC in these geographic areas.

The following table displays the Marine Corps Barracks Hawaii Regional Campus deliverables by program:

Table 15 - Marine Corps Barracks Hawaii Regional Campus expected demand by program		
Program	Instructional Period	Number of Seminars
CSCDEP	AY 1	6
CSCDEP	AY 2	6
EWSDEP	AY1A	4
EWSDEP	AY1B	4
EWSDEP	AY2A	4
EWSDEP	AY2B	4
ECDEP Courses	Cycle 1	7
ECDEP Courses	Cycle 2	7
ECDEP Courses	Cycle 3	7

The Contractor shall also provide the following BSP course:

- EWS BSP - 1 Seminar once a year following the EWS BSP Cycle 2 schedule.

5.3.9. Requirement 7 - Marine Corps Bases Okinawa, Japan Regional Campus Delivery Support Services

The Marine Corps Maintains a large Marine Presence in Okinawa Japan and as a result a Regional Campus has been established. It is currently located on Camp Foster in building 5691. In addition to supporting the Marines on Okinawa this Regional Campus also provides DPME program support services in MCAS Iwakuni, Japan, Camp Fuji, Japan, Marine Forces Korea and Marines Stationed at Camp Blaz, Guam. The Okinawa Regional Campus is depicted below in grey.



The following table displays the Marine Corps Bases Okinawa, Japan Regional Campus deliverables by program:

Table 16 - Marine Corps Bases Okinawa, Japan Regional Campus expected demand by program		
Program	Instructional Period	Number of Seminars
CSCDEP	AY 1	6
CSCDEP	AY 2	5
EWSDEP	AY1A	4
EWSDEP	AY1B	4
EWSDEP	AY2A	4
EWSDEP	AY2B	4
ECDEP Courses	Cycle 1	11
ECDEP Courses	Cycle 2	112
ECDEP Courses	Cycle 3	112

The Contractor shall also provide the following BSP courses:

- EWS BSP - 1 Seminar twice a year following the EWS BSP Cycles 1 & 2 schedules

5.4. Task 3 - Seminar/Adjunct Faculty Support Services.

The CDET approach to facilitating learning is the Socratic method with professional mentorship. A good Socratic seminar has been described as an “argumentative dialog” that prompts students to contend with their assumptions and perceptions and dig deeper into complex problems. Seminar sizes are purposefully kept small to allow for professional mentorship and quality instruction. This task supports the CSCDEP, EWSDEP, ECDEP and the MTT Blended Seminars as described in section 3.1.3. Schedules, Delivery Options, and Instructional Periods

The target seminar size is 12 students, with a maximum limit of 16 students per seminar. Flexibility is a key component of the CDET DPME programs. Seminars are provided in multiple modes to meet the needs of the fleet. To allow for the best instructor and student experiences seminars are preferred to be taught in person on site first, then synchronously online and lastly asynchronously online. When the Marine Corps purchases a seminar, they are basically paying for the Adjunct Faculty to perform the seminar. The product of these services is the seminar themselves.

5.4.1. Adjunct Faculty support

Adjunct Faculty are most instructors that interact directly with students . Adjunct faculty are mostly part time instructors and often teach after normal working hours . When a Seminar is ordered the government is ordering an adjunct faculty member to provide the instruction.

The Contractor shall:

- Conduct Socratic style onsite and online seminars, according to CDET schedules that include seminar sessions meeting either weekly during the evenings or monthly in the case of the weekend seminars. The handling and managing of online seminar instruction is like the weekly evening seminar except students complete their

assignments online.

- b. Teach only CDET approved curricula.
- c. Teaching materials, faculty guides and faculty LSS sites.
- d. Grade students' papers, essays, planning products and perform any grading requirements as specified in CDET course closeout policies and timelines.
- e. Ensure strict enforcement of test security and integrity.
- f. Follow the CDET approved academic schedule.
- g. Grade according to CDET prescribed rubrics.
- h. Remediate students by providing extra and personal instruction to students who fail assignments.
- i. Enforce the CDET academic integrity policy.
- j. Encourage maximum participation of student responses for EOC surveys via the LSS at the end of each seminar course.
- k. Ensure LSS enrollment of eligible faculty and students into courses and provide faculty and students with limited basic LMS support.
- l. Participate in no more than ten (10) hours of local FD per AY, as determined by the local RD.
- m. Successfully complete Faculty Orientation 101 prior to teaching.
- n. Successfully complete the Faculty Orientation 201 or its successor course prior to teaching that year.
- o. Complete LMS administrative duties in accordance with CDET policy.
- p. Provide ad hoc reports as required by CDET and MCU.

5.4.2 REQUIREMENT 1 - CSCDEP AY1 Seminars - See PWS 3.1

5.4.3 REQUIREMENT 2 - CSCDEP AY2 Seminars - See PWS 3.1

5.4.4 REQUIREMENT 3 - EWSDEP AY1, 1A & 1B Seminars - See PWS 3.2

5.4.5 REQUIREMENT 4 - EWSDEP AY2, 2A & 2B Seminars - See PWS 3.2

5.4.6 REQUIREMENT 5 - ECDEP Cycles 1, 2 & 3 Seminars - See PWS 3.4

5.4.7. Requirement 6 - Mobile Training Team Blended Seminars

The regular Blended Seminars Service support is included within each region under Task 2 Regional Campus Support Services. As the blended seminar program matures and the pressures in the fleet to complete PME requirements in between operational commitments are realized, this section provides an option to add additional EWSBSP seminars in areas where demand is not yet steady but has seen intermittent demand materialize from time to time. This demand has mainly been to support pilots that have limited time to complete their PME requirements. The contractor will provide the EWSBSP under any schedule listed in section 3.3.2. EWSDEP Blended Seminar Program (EWSDEP BSP) above for the following locations:

- Marine Corps Air Station Iwakuni Japan
- Marine Corps Air Station Miramar California,
- Marine Corps Base Camp Blaz, Guam

This support is based on 64 instructional periods per EWS BSP cycle.

5.5. Task 4 - Marine Corps Distance Learning Program Support Services.

The Contractor shall provide support services to CDET's distance education programs and regional Campuses.

Table 17 - Task 4 Deliverables	
Requirement	Deliverables
Requirement 1- Program Management Support Services	Recurring support to DPME programs, Monthly Status Report
Requirement 2 - Business Analysis Support Services	Monthly Charts and Reports of actual vs expected execution plans Business case analysis
Requirement 3 - Institutional Research Support Services	Monthly reports of Student demographics/progress in all DPME programs CCRB materials
Requirement 4 - Outreach/Marketing/Social Media Support Services	Strategic Communications plan Weekly Social media engagements
Requirement 5 - Policy Development and Distribution Support Services	Maintenance of the Academic Policy Site. Policy support decision papers

5.5.1. Requirement 1 - Program Management Support Services

The Contractor shall perform Program Management services to support the CDET's distance education programs and regional Campuses and serve as the Contractor's primary interface with the Government.

The Contractor must provide program management oversight to ensure all work conducted within this PWS is planned and executed in a manner that is compliant with contract terms that shall achieve all the objectives. The Contractor must propose qualified personnel to fulfill the requirements of the contract and to serve as the primary point of contact with the Government.

The Contractor shall:

- a. Manage the execution of CDET programs.
- b. Coordinate scheduling of seminars with the RDs and CDET staff.
- c. Review all invoices for accuracy and on-time submittal.
- d. Maintain weekly contact with the COR regarding overall contract execution and Government satisfaction.
- e. Conduct a minimum of one Quality Control (QC) visit to each regional site annually.
- f. Provide a Monthly Status Report
- g. Participate in the CDET mid-year review held at a regional location.
- h. Conduct monthly Program Management status review with the COR and report on the overall program status and the status of each region.
- i. Manage and track requests for Common Access Card (CAC) cards for Contractor personnel.

- j. Attend the annual CDET Faculty workshop at Quantico VA, which is normally for 5 consecutive days in the summer months.

5.5.2. Requirement 2 - Business Analyst Support Services

The contractor will provide business operations and financial analysis support to CDET by assisting with execution plans and coordination. To support this requirement, the contractor shall be responsible for producing detailed financial tracking products, including visual spending analyses. In addition, the contractor shall ensure leadership has accurate, data-driven insight to effectively manage resources and execute mission requirements.

The Contractor shall:

- a. Assist the CDET Business Operations in the coordination and development of packages for training and conference events.
- b. Assist the CDET Business Operations in the development of the annual phasing plan.
- c. Develop graphs and charts depicting visual representations of planning versus actual spending monthly for each line of funding (3).
- d. Track and report monthly progress in each financial category: Phasing, Authorization, Commitment, Obligation, Expense and Liquidation on a weekly basis to allow for on-call budget decisions to be made by the CDET Deputy Director and Business Operations Analyst.
- e. Analyze Business Operations, recommend and develop solutions to automate workflows using M365 products.

5.5.3. Requirement 3 - Institutional Research Support Services

The Contractor shall provide Institutional Research (IR) and analytical services to CSCDEP, EWSDEP, and ECDEP programs. The Contractor shall develop, distribute and collect course and program surveys, test item analysis, student performance data, and IR reports.

The Contractor shall:

- a. Define and develop course survey instruments with each DEP Branch Associate Dean and the Dean of Academics.
- b. Electronically develop and distribute survey instruments and then collect, organize, and summarize the data for all DEPs.
- c. Electronically provide an academic IR report, by course, to the CSCDEP, EWSDEP, and ECDEP for use in their annual CCRBs IAW CDET Institutional Research Report.
- d. Coordinate with the dean, associate deans and the head of student support for purposes of collecting, calculating, displaying and distributing IR data and information.
- e. Participate as a member(s) of the CDET PME CCRBs by providing course specific input from students and adjunct faculty.
- f. Create the annual academic IR report that includes a summary and conclusion of course data for a specific AY for each program.
- g. Archive records required for the PAJE accreditation and other accrediting bodies at the CDET Headquarters.
- h. Collaborate with MCU Institutional Research, Assessment & Planning (IRAP) in

developing and coordinating IR program information and the Director's annual assessment.

5.5.4. Requirement 4 - Outreach/Marketing/Social Media Support Services

The Contractor shall provide Customer Liaison/Outreach Coordination Services (in Government provided spaces) primarily at CDET, Quantico, VA. This role provides senior-level advisory support to leadership, develops and executes marketing and regional outreach strategies, manages digital and social media presence, and ensures consistent messaging across all platforms and publications.

The Contractor shall:

- a. Support the planning of and coordinate all outreach and communication efforts to inform, educate, and foster key audience awareness of CDET products and programs.
- b. Provide information about CDET programs, distance learning development capabilities, and MarineNet system training management capabilities to leadership, program managers, and Program of Instruction (POI)/curriculum developers at USMC formal schools, TECOM and EDCOM branches and divisions, and Headquarters Marine Corps (HQMC) branches and divisions.
- c. Support the maintenance of a robust and aggressive customer outreach and marketing campaign to improve the use of distance learning throughout the Marine Corps and develop a Strategic Communications plan for use by all the regional Campuses
- d. Provide outreach expertise to assist the seven CDET RDs in the development and execution of their region-specific Outreach Programs.
- e. Advise CDET Director, Deputy Director, and other senior staff on all matters pertaining to public opinion, media environment, and customer communication regarding CDET and its programs.
- f. Maintain CDET social media sites and post information weekly to create customer engagement.
- g. Serve as CDET's primary coordinator, advisor, and writer for key industry publications and correspondence to ensure style, manner, content, and voice are consistent and reflect the CDET's communication message.
- h. Provide outreach content expertise to all CDET departments, including the CDET website, to ensure style, manner, content, and voice are consistent and reflect CDET mission and messages.
- i. Estimate, track, and report Document Automated Production Service (DAPS) printing expenditures.
- j. Work closely with the RDs and their designated personnel to assist them in communicating with their prospective audiences via social media platforms, etc.

5.5.5. Requirement 5 - Policy Development and Distribution Support Services

The contractor will provide senior academic administrative and policy support to the Dean of Academics . The role includes drafting executive correspondence and briefing materials, responding to higher headquarters tasks supporting academic program oversight.

The Contractor shall:

- a. Coordinate with the Dean of Academics for the development of master's degree level academic administrative and educational policy.
- b. Assist the Dean of Academics in day-to-day activities across a broad range of duties to include but not be limited to : representing him/her at MCU-level meetings, coordinating with members of the MCU staff, drafting Information Papers, Decision Papers, Power Point briefs, and other correspondence, and preparing responses to taskers and RFIs from the J7, HQMC, TECOM, MCU, or other staffs.
- c. Assist the Dean of Academics in the preparations of any JPME Phase I certification requirements such as PAJE or OBME self-studies, PAJE or OBME oriented reports, or J7 JPME requests for information.
- d. Provide support in tracking and educational expertise support in assisting the answering of Higher Headquarters taskers in close coordination with CDET's four Associate Deans and the Dean of Academics.
- e. Assist in maintaining the currency of the Academic site within CDET's LMS, MOODLE.
- f. Participate in weekly Academic meetings providing advice applicable to the above services.
- g. Assist the Dean of Academics in the oversight of Institutional Research Support Services.

5.6. Task 5 - MCU/CDET General Support Services

The Contractor shall provide support services to MCU/CDET's programs.

Table 18 - Task 5 Deliverables	
Requirement	Deliverables
Requirement 1 - Institutional Research, Assessment, and Planning Support Services	Monthly reports on Student demographics/progress in MCU resident programs CCRB materials Institutional dashboards Survey Analysis
Requirement 2 - Visitor Control Services	Visitor control logs Engagement reports Badge logs
Requirement 3 - Alumni Support Services	Alumni contact database Engagement reports Newsletter Content Event Coordination plans
Requirement 4 - Strategic Communication Support Services	Strategic Communications plan Messaging products Engagement summaries
Requirement 5 - Operations and Plans Support Services	Planning documents Event calendars After action reports Planning briefs

Requirement 6 - Curriculum Development Support Services	Curriculum maps Lesson plans Faculty guides Assessment rubrics Course revision proposals
Requirement 7- Knowledge Management Services	KM Strategy KM repositories Utilization reports Training Materials
Requirement 8 - Research Assistance Services	Annotated Bibliographies Draft research reports/summaries Literature review reports Reference lists
Requirement 9 - Administrative Support Services	Monthly activity reports Meeting minutes and notes Travel coordination packets Task tracking spreadsheet
Requirement 10 - Education Technician Services	Technical Oversight reports Training and Support strategy Course Content Performance reports
Requirement 11 - Cultural Support Services	Cultural context briefs Instructional content Scenarios vignettes SME presentations

5.6.1. Requirement 1 - Institutional Research, Assessment, and Planning Support Services

The Contractor shall develop, distribute and collect course and program surveys, test item analysis, student performance data, and institutional research reports for Marine Corps University resident programs. This support includes:

The Contractor shall:

- a. Define and develop course survey instruments.
- b. Electronically develop and distribute survey instruments and then collect, organize, and summarize the data.
- c. Electronically provide an academic institutional research report, as directed.
- d. Coordinate, collect, calculate, display and distribute institutional research data and information.
- e. Participate as a member(s) of review boards by providing course specific input from students and faculty.
- f. Create the annual academic institutional research report that includes a summary and conclusion of course data for a specific academic year for each program, as assigned.
- g. Support the MCU Institutional Research, Assessment & Planning (IRAP) in developing and coordinating institutional research program information.

5.6.2. Requirement 2 - Visitor Control Services

The contractor shall provide visitor control services to Marine Corps University/Education Command. The contractor will serve as the Visitor Control Specialist for a secure space accredited at the SECRET level, ensuring compliance with all applicable DoD/DoW, DON, and USMC security regulations.

The Contractor shall:

- a. Maintain positive control of visitor access to the secure facility, verifying clearances, visit authorizations, and need-to-know prior to granting entry.
- b. Process and validate visit requests through DISS or other approved systems, coordinating with command security personnel as required.
- c. Issue, collect, and account for visitor badges, logs, and other accountability records in accordance with established procedures.
- d. Maintain daily visitor logs and prepare reports as required by command and higher headquarters.
- e. Enforce access control policies, challenge unauthorized personnel, and immediately report any security incidents or anomalies.
- f. Coordinate with the Security Manager and Special Security Representative (SSR) to ensure visitor procedures remain compliant with Marine Corps and DoD security directives.
- g. Provide escort services for uncleared visitors or personnel as required in restricted areas.
- h. Conduct periodic reviews of visitor control procedures and recommend updates to improve security and efficiency.
- i. Contractors providing services under this section are required to achieve and maintain Tier 3 (secret) eligibility.

5.6.3. Requirement 3 - Alumni Support Services

The Contractor shall provide alumni support services for Marine Corps University/Education Command graduates. The Contractor serves as the primary coordinator for alumni relations and engagement, responsible for maintaining an accurate and comprehensive alumni database while fostering ongoing communication and connection with graduates.

The Contractor shall:

- a. Maintain a comprehensive database of alumni information, including contact details, graduation data, and professional achievements.
- b. Facilitate communication with alumni via email, newsletters, and social media platforms to promote engagement and share relevant updates.
- c. Collect and analyze alumni feedback to assess the effectiveness of support services and identify areas for improvement.
- d. Manage alumni inquiries and provide prompt, accurate responses to ensure high levels of satisfaction.
- e. Support the development and distribution of marketing materials that highlight alumni success stories and institutional achievements.

- f. Collaborate with academic departments to develop programs that support alumni professional development and lifelong learning.
- g. Prepare regular reports on alumni engagement metrics, including participation rates, event attendance, etc.
- h. Conduct outreach to newly graduated alumni to introduce available support services and encourage ongoing engagement.
- i. Update alumni profiles and contact information regularly to ensure accuracy and support effective communication.

5.6.4. Requirement 4 - Strategic Communication Support Services

The Contractor shall provide strategic communications support services for Marine Corps University/Education Command .To support this requirement, the contractor shall create and manage content across multiple platforms—including newsletters, press releases, websites, social media, and multimedia products—while ensuring consistent, cohesive messaging to broaden organizational reach and impact.

The Contractor shall:

- a. Develop and implement strategic communication plans that align with organizational goals and priorities.
- b. Create content for various communication channels, including newsletters, press releases, social media, and websites, ensuring consistency in messaging.
- c. Manage and update the organization’s social media presence, engaging with audiences and monitoring for brand-related discussions.
- d. Analyze communication campaign effectiveness through metrics and analytics, reporting results to senior leadership to inform future strategies.
- e. Develop talking points, speeches, and briefing materials for leadership to support public appearances and stakeholder meetings.
- f. Produce multimedia content, including videos, graphics, and infographics, to enhance engagement and convey key messages visually.
- g. Organize and support internal communication initiatives to keep staff informed about policies, events, and organizational changes.
- h. Coordinate with cross-functional teams to ensure aligned messaging and cohesive branding across all organizational communication efforts.
- i. Maintain a calendar of communication activities, ensuring timely and strategic delivery of content and announcements.
- j. Develop and manage strategic partnerships with external organizations to extend reach and enhance brand visibility.

5.6.5. Requirement 5 - Operations and Plans Support Services

The Contractor shall provide operations and plans support services for Marine Corps University/Education Command . To support this requirement, the contractor shall collaborate closely with department leads to ensure strategic alignment, prepares detailed reports and briefs on operational progress and risks, and analyzes processes to recommend efficiency improvements. The Contractor supports the planning and execution of exercises, training events,

and contingency operations; facilitates planning meetings and tracks action items; maintains comprehensive records of plans and decisions; manages operational schedules and milestones; and produces after-action reports to capture lessons learned and drive continuous improvement.

The Contractor shall:

- a. Develop, maintain, and update operational plans to support organizational goals and mission objectives.
- b. Coordinating with department leads to gather input and ensure alignment in the development and execution of strategic initiatives.
- c. Prepare detailed reports and briefs on operational activities, including progress assessments, resource utilization, and potential risks.
- d. Analyze current operational processes and recommend improvements to enhance efficiency and effectiveness.
- e. Support the planning and execution of exercises, training sessions, and contingency operations by developing scenarios, coordinating logistics, and providing administrative support.
- f. Maintain comprehensive records of operational plans, decisions, and outcomes for future reference.
- g. Facilitate regular planning meetings and briefings, preparing agendas, documenting decisions, and ensuring follow-up on action items.
- h. Develop and maintain a schedule for operational activities, ensuring all key milestones are tracked and met.
- i. Create and distribute after-action reports to document lessons learned, best practices, and areas for improvement following major operations or exercises.

5.6.6. Requirement 6 - Curriculum Development Support Services

The Contractor shall provide operations and plans support services for Marine Corps University/Education Command . In addition, the Contractor shall provide curriculum development and instructional design support, responsible for designing, developing, and continuously improving comprehensive curriculum materials, including lesson plans, assessments, instructional guides, and multimedia resources.

The Contractor shall:

- a. Design and develop curriculum materials, including lesson plans, instructional guides, assessments, and multimedia resources.
- b. Collaborate with subject matter experts to ensure curriculum content is accurate, relevant, and aligned with industry standards or academic goals.
- c. Integrate instructional design best practices to create engaging, accessible, and effective learning experiences for diverse student populations.
- d. Review and update curriculum materials regularly to maintain alignment with educational standards, institutional goals, and emerging trends.
- e. Develop assessment tools to measure student learning outcomes and provide data-driven insights into curriculum effectiveness.
- f. Facilitate curriculum review committees, gathering feedback from faculty, students, and stakeholders to improve course content and structure.

- g. Support the development and integration of technology-enhanced learning tools, such as online modules, simulations, and digital resources.
- h. Align curriculum with accreditation requirements and document all modifications to support compliance with regulatory standards.
- i. Prepare curriculum documentation, including course outlines, syllabi, and instructional guidelines for faculty and administrative reference.
- j. Evaluate student performance data and feedback to identify trends and inform future curriculum development.
- k. Support cross-departmental initiatives to integrate interdisciplinary topics and promote a cohesive educational experience.
- l. Stay informed of advances in the field and emerging educational technologies to continuously enhance curriculum quality and relevance.

5.6.7. Requirement 7 - Knowledge Management Support Services

The Contractor shall provide knowledge management support services for Marine Corps University/Education Command . To support this requirement, the contractor shall establish and maintain a centralized knowledge repository, enforces taxonomy standards, and integrates knowledge management practices into daily workflows to promote a culture of information sharing. The Contractor documents best practices and lessons learned, conducts need assessments, recommends and implements enabling technologies, and provides staff training on tools and procedures.

The Contractor shall:

- a. Develop and implement knowledge management strategies to capture, organize, and share critical information across the organization.
- b. Create and maintain a centralized knowledge repository, ensuring information is accessible, accurate, and up to date.
- c. Conduct regular assessments of knowledge management needs and recommend tools or processes to enhance knowledge sharing and collaboration.
- d. Facilitate the documentation of best practices, lessons learned, and key processes to support organizational learning and continuity.
- e. Develop and deliver training for staff on knowledge management tools, procedures, and best practices.
- f. Establish and enforce taxonomy standards to ensure consistency in how information is categorized and stored within knowledge systems.
- g. Support the integration of knowledge management practices into daily workflows to promote a culture of knowledge sharing.
- h. Develop metrics and reporting systems to evaluate the effectiveness of knowledge management initiatives and identify areas for improvement.
- i. Provide support for information retrieval, responding to user inquiries and helping locate critical information as needed.
- j. Facilitate knowledge-sharing events, such as workshops, webinars, and communities of practice, to encourage collaborative learning.
- k. Research and implement new knowledge management technologies and practices to improve information accessibility and usability.

1. Prepare reports on knowledge management activities, providing leadership with insights on trends, challenges, and opportunities for enhancement.

5.6.8. Requirement 8 - Research Assistant Services

The Contractor shall provide research assistant support to Marine Corps University/Education Command .To support this requirement, the contractor shall gather, organize, and analyze data from primary and secondary sources; conducts literature reviews; and assists in the development of research proposals, instruments, and methodologies. The Contractor shall ensure data accuracy and integrity, supports statistical analysis, and prepares clear summaries, reports, and visual products to communicate findings effectively.

The Contractor shall:

- a. Support research projects by gathering, organizing, and analyzing data from primary and secondary sources.
- b. Conduct literature reviews to identify relevant studies, articles, and publications related to ongoing research.
- c. Assist in the development of research proposals, including the preparation of background information and methodology sections.
- d. Manage data entry and ensure the accuracy and integrity of data collected throughout the research process.
- e. Prepare summaries and reports based on research findings, presenting data in clear and accessible formats.
- f. Coordinate with research team members to organize and schedule meetings, interviews, and data collection activities.
- g. Maintain detailed records of research activities, including notes, data sources, and methodologies used.
- h. Assist with statistical analysis, using software tools to interpret data and generate insights as required.
- i. Support the preparation of visual materials, such as charts, graphs, and presentations, to communicate research findings.
- j. Assist in preparing research manuscripts, abstracts, and conference materials for publication and presentation.
- k. Ensure compliance with ethical standards and confidentiality requirements related to research data and activities.
- l. Conduct regular reviews of research project timelines and milestones, providing updates to project leads as necessary.
- m. Maintain an organized digital and physical filing system for research documents, data, and resources.
- n. Assist in developing research instruments, such as surveys and interview guides, to support data collection.
- o. Stay informed of recent developments in the field to contribute relevant knowledge to research projects.
- p.

5.6.9. Requirement 9 - Administrative Support Services

The Contractor serves as an Administrative Support Specialist, providing comprehensive organizational and clerical support to staff and leadership to ensure efficient daily operations. To support this requirement, the contractor shall manage calendar, schedule, correspondence, and travel arrangements; prepare and edit documents, reports, and briefing materials; and coordinate meetings, events, and logistical requirements.

The Contractor shall:

- a. Manage and organize calendars, schedules, and appointments for staff and leadership.
- b. Coordinate and prepare materials for meetings, briefings, and presentations.
- c. Handle incoming and outgoing correspondence, including emails, letters, and memos.
- d. Maintain and organize physical and digital filing systems to ensure accessibility and compliance with records management policies.
- e. Prepare, review, and edit documents, reports, and spreadsheets for accuracy and consistency.
- f. Assist in planning and coordinating events, including logistical arrangements, venue set up, and participant communications.
- g. Manage travel arrangements, including booking transportation, lodging, and creating travel itineraries.
- h. Input and maintain accurate data in organizational systems and databases.
- i. Monitor office supplies and coordinate procurement and inventory replenishment.
- j. Act as a point of contact for internal and external stakeholders, providing timely responses and assistance.
- k. Perform routine clerical duties, including copying, scanning, and document distribution.
- l. Ensure adherence to organizational policies, procedures, and confidentiality requirements.
- m. Provide support for special projects, initiatives, and other tasks assigned by leadership.

5.6.10. Requirement 10 -Education Technician Services

The Contractor serves as a Learning Systems and Educational Technology Specialist, providing technical expertise and operational support for the CDET Learning Support System (LSS). To support this requirement, the contractor shall advise curriculum developers on system capabilities, coordinates with Tier 1 support to refine technical assistance strategies and serves as the primary point of contact for trouble ticket submission, system upgrades, and maintenance coordination.

The Contractor shall:

- a) Provide technical expertise for using and managing the CDET LSS and inform curriculum developers of available features.
- b) Work with tier 1 support personnel and management to refine tier 1 technical support strategies.
- c) Produce multimedia educational course content.
- d) Establish requested student and instructor LSS accounts and courses.
- e) Develop and deliver training materials (tutorials) on educational technology to

- instructors, course directors, RDs, chief instructors and staff electronically.
- f) Recommend technical solutions to adapt course distribution and content delivery to diverse user populations and technical environments.
- g) Develop graphics, user interfaces, HTML5 animations, databases, technical procedure documentation, videos, documents, spreadsheets and audio files for instructional use in multiple formats.
- h) Conduct research and development of new system features.
- i) Coordinate with course developers to aid with technical aspects regarding development of courses within the LSS.
- j) Act as point of contact for submitting trouble tickets and managing technical issues such as bug fixes, upgrades and routine maintenance downtime with the LSS.
- k) Convert assessments for electronic delivery via the LSS and government assessment tool.
- l) Provide reports detailing student performance and/or item analysis on test questions and assignments.

5.6.11. Requirement 11 - Cultural Subject Matter Expert Support Services

The Contractor shall provide cultural SME support services in the areas of China, Russia, Energy, Women, Peace and Security, and general cultural support to Marine Corps University . The Contractor serves as a Cultural and Geopolitical Analyst, providing expert research and analysis on cultural, social, military, and political dynamics that may influence organizational planning and decision-making.

The Contractor shall:

- a) Provide expert analysis on cultural, social, military, and political factors, highlighting key trends and potential implications.
- b) Develop briefing materials and reports on cultural dynamics and strategic interests to inform organizational initiatives and decision-making.
- c) Conduct research on historical and contemporary cultural issues, summarizing key insights for stakeholders.
- d) Support the development of educational and training materials focused on regional cultural awareness and geopolitical dynamics.
- e) Deliver presentations and briefings to staff on cultural norms, societal trends, and potential risks or opportunities.
- f) Monitor and analyze media, government publications, and open-source materials to provide timely updates on cultural and geopolitical shifts.
- g) Support scenario planning exercises, offering cultural insights and expertise to simulate responses and predict potential outcomes.
- h) Assist in identifying cultural factors that could impact security, economic interests, or diplomatic relations.
- i) Provide analysis on cultural and societal aspects, including how policies or trends influence stability and cooperation.
- j) Support organizational understanding of cultural risks and mitigations by providing strategic insights.
- k) Stay informed on emerging cultural and geopolitical developments, continuously updating their expertise and resources.

6.0. Performance Requirements Summary

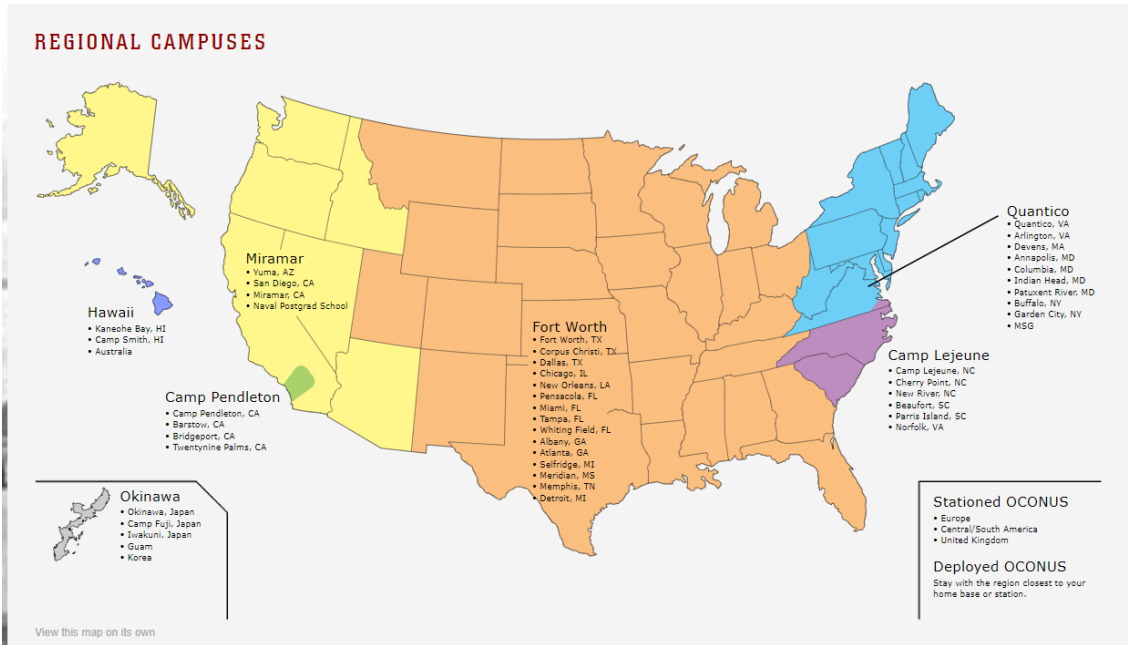
The Performance Requirements Summary (PRS) table below identifies the mission critical items for performance under this contract. Only performance deficiencies that are directly attributable to Contractor error are considered when measured against the performance threshold:

Table 19 - Performance Requirement Summary (PRS)						
Performance Area	PWS Reference	Desired Outcomes	Performance Objective	Performance Standard	Method of Surveillance	Acceptable Quality Levels (AQLs)
Security Requirements	4.8	Maintain security requirements as defined in section 4.8	The contractors shall maintain a secret facility clearance and provide personnel with an adjudicated Tier 3 eligibility status as defined in section 4.8.3	Contractor provides services in accordance with section 4.8	Inspection/ Analysis/ Demonstration/ Observation.	The Contractor will achieve acceptable performance when they provide contracted support that meets requirements at least 98% of the time [threshold] and 100% of the time [objective].
Faculty Qualifications	4.9	Provide Faculty that meet qualifications as defined in section 4.9	The contractor shall provide faculty to develop and deliver PME programs that meet Qualifications	Contractor provides services in accordance with section 4.9	Inspection/ Analysis/ Demonstration/ Observation	The Contractor will achieve acceptable performance when they provide contracted support that meets requirements at least 98% of the time [threshold] and 100% of the time [objective].

Design, Develop, and Maintain DPME Programs Support Services	5.2	Design, Development, and Maintenance of DPME curriculums on time for use during the AY.	The Contractor shall provide curriculums 60 days prior to execution and in the proper MOODLE electronic format.	Contractor provides services in section 5.2.	Inspection/ Surveys/Analysis/ Demonstration/ Observation.	The Contractor will achieve acceptable performance when they provide contracted support that meets requirements at least 95% of the time [threshold] and 100% of the time [objective].
DPME Regional Campus Delivery Support Services	5.3	Support for oversight and academic seminars at all Regional Campuses	The Contractor shall provide faculty sufficient to meet seminar schedules for each Regional Campus.	Contractor provides services in accordance with PWS sections 5.3	Inspection/ Surveys/Analysis/ Demonstration/ Observation.	The Contractor will achieve acceptable performance when they provide contracted support that meet requirements at least 95% of the time [threshold] and 100% of the time [objective].
Marine Corps Distance Learning (MCDL) Program Support Services	5.4	Provide oversight and operation of DPME programs	The Contractor shall provide qualified personnel to manage the DPME programs	Contractor provides services in accordance with PWS sections 5.4	Inspection/ Surveys/Analysis/ Demonstration/ Observation.	The Contractor will achieve acceptable performance when they provide contracted support that meet requirements at least 95% of the time [threshold] and 100% of the time [objective].

Seminar/Adjunct Faculty Support Services	5.5	Provide Adjunct Faculty to deliver the DPME programs	The Contractor shall provide qualified personnel and delivery the programs according to schedule provided in the task order	Contractor provides services in accordance with PWS sections 5.5 and task order Schedule	Inspection/ Surveys/Analysis/ Demonstration/ Observation.	The Contractor will achieve acceptable performance when they provide contracted support that meet requirements at least 95% of the time [threshold] and 100% of the time [objective].
[MCU/CDET Support Services	5.6	Provide Support as Needed during the ordering period	The contract shall Academic Support services to MCU	Contractor provides services in accordance with PWS sections 5.5.	Inspection/ Analysis/ Demonstration/ Observation.	The Contractor will achieve acceptable performance when they provide contracted support that meet requirements at least 95% of the time [threshold] and 100% of the time [objective].

Appendix A
Regional Campus Map CDET DPME Programs



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UNITED STATES MARINE CORPS
COLLEGE OF DISTANCE EDUCATION AND TRAINING EDUCATION COMMAND
2076 SOUTH STREET
QUANTICO, VIRGINIA 22134-5129

IN REPLY REFER TO:
1500
C4663
8 Feb 2023

COLLEGE OF DISTANCE EDUCATION AND TRAINING POLICY 04-16 CH 1

From: Director

Subj: FACULTY MEMBER

QUALIFICATIONS Ref: (a) CJCSI
1800.01E of 29 May 2015

(b) MCO 1553.4B of 25 Jan 2008

(c) MCU Academic Regulations of 21 Sep 20

Encl: (1) CSCDEP Faculty Member Qualifications

(2) EWSDEP Faculty Member Qualifications

(3) ECDEP Faculty Member Qualifications

(4) SEBSP and SEOS Faculty Member Qualifications

1. Purpose. To promulgate faculty member qualifications for those providing the College of Distance Education and Training (CDET) instructional services for the CDET seminar programs. The intent of this policy is to ensure that the faculty member qualifications support the highest possible academic standards in accordance with references (a) and (b) while also being consistent with the contracted company's human resources policies.

This CDET policy, while in accordance with the Marine Corps University (MCU) policies (reference (c)), addresses unique requirements of the nonresident distance education programs that require additional guidance.

2. Cancellation. CDET Policy 04-16, Faculty Member Qualification of 21 Dec 16.

3. Background. One of the strengths of any educational institution is its faculty. The CDET faculty provides a diverse wealth of experience, expertise, and knowledge.

a. Faculty members may be regular, reserve, retired service members, or civilian personnel.

b. There are two categories of faculty members:

(1) Full-Time Faculty Member. Full-time faculty members conduct seminars as their primary duty or as a required additional duty. They are the course developers, regional chief instructors (RCIs), and blended seminar program (BSP) instructors. Course developers design, develop, and maintain the nonresident distance education program courses. They also design and develop the designated portions of faculty development and institutional research focused on determining the effectiveness of assigned courses. The RCIs lead, mentor, and evaluate their program's faculty members, as well as provide designated portions of faculty development. The BSP instructors instruct and provide administrative assistance for the blended seminar program in their designated regions.

(2) Adjunct Faculty Member. Adjunct faculty members are contracted part-

time personnel who act solely as seminar leaders.

4. Policy

a. The CDET contracting officer's representative for the instructional services contract will coordinate with the program manager to provide instructional services for the CDET seminar programs.

b. The distance professional military education support Contractor is responsible for hiring individuals to provide instructional services. These faculty members must possess the requisite skills, experience, and abilities to lead discussions, grade seminar contributions and papers, and mentor U.S. and foreign military personnel and DOD and interagency civilians enrolled in the CDET seminar programs. The military personnel hired as adjunct faculty members act as contracted personnel separate from their professional military duties and responsibilities and therefore must conduct all preparation and instructional time after normal working hours.

c. All faculty members must meet the mandatory qualifications for the program to which they contribute. Ideally, they will also possess the desired education, operational background, and instructional experience consistent with the CDET seminar program or course they will instruct.

d. Program Specific Qualifications

(1) Command and Staff College Distance Education Program (CSCDEP). The CSCDEP faculty member qualifications are provided in Enclosure (1).

(2) Expeditionary Warfare School Distance Education Program (EWSDEP). The EWSDEP faculty member qualifications are provided in Enclosure (2).

(3) Enlisted College Distance Education Program (ECDEP). The ECDEP faculty member qualifications are provided in Enclosure (3).

(4) Senior Enlisted Blended Seminar Program (SEBSP) and the Senior Enlisted Online Seminar (SEOS). The SEBSP and SEOS faculty member qualifications are provided in Enclosure (4).

e. Faculty members who join CDET or are contracted to instruct are required to complete the prescribed faculty development program to be certified as a CDET instructor.



Appendix C
CSCDEP Faculty Member Qualifications

8900 Series Courses	Qualifications
8901, Theory and Nature of War 8902, National and International Security Studies	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Field grade officer or civilian who is an ILS, SAW, or TLS graduate, or • DESIRED: <ul style="list-style-type: none"> • Master's degree. • Military or DOD background. • Socratic teaching experience.
8903, Operational Art 8904, Joint Operations	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Field grade officer or civilian who is an ILS, SAW, or TLS graduate. • DESIRED: <ul style="list-style-type: none"> • Master's degree. • Joint Qualified Officer or Joint duty background. • Socratic teaching experience.
8905, Small Wars	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Field grade officer or civilian who is an ILS, SAW, or TLS graduate. • DESIRED: <ul style="list-style-type: none"> • Master's degree. • Military or DOD background. • Socratic teaching experience.
8906, MAGTF Expeditionary Operations 8907, Naval Expeditionary Operations 8908, Operation Planning (and Final Exercise)	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Field grade officer or civilian who is an ILS, SAW, or TLS graduate. • DESIRED: <ul style="list-style-type: none"> • Master's degree. • Planning experience. • Operational experience. • Socratic teaching experience.

Appendix D
EWSDEP Faculty Member Qualifications

8670 Series Courses	Qualifications
8671, Warfighting 8672, Functional Employment of the MAGTF 8673, Expeditionary Operations 8674, MAGTF Operations Practical Exercise	<ul style="list-style-type: none">• MANDATORY:<ul style="list-style-type: none">• Marine field grade (or select) officer.• CLS, ILS, SAW, or TLS graduate.• Bachelor's degree.• Experience as a commanding, executive, or primary staff officer at the battalion/squadron level or above.• DESIRED:<ul style="list-style-type: none">• Socratic teaching experience.

Appendix E
ECDEP Faculty Member Qualifications

ECDEP Seminars	Qualifications
5500, Sergeants School Seminar	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Served as a staff sergeant or above. • Must be PME complete for rank or grade. • DESIRED: <ul style="list-style-type: none"> • Associate or bachelor's degree. • Completed a CDET PME seminar program. • Socratic teaching experience.
6500, Career School Seminar	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Served as a gunnery sergeant or above. • Must be PME complete for rank or grade. • DESIRED: <ul style="list-style-type: none"> • Associate or bachelor's degree. • Completed a CDET PME seminar program. • Socratic teaching experience.
7500, Advanced School Seminar	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Served as a master sergeant/first sergeant or above. • Must be PME complete for rank or grade. • DESIRED: <ul style="list-style-type: none"> • Associate or bachelor's degree. • Completed a CDET PME seminar program. • Socratic teaching experience.

Appendix F
SEBSP and SEOS Faculty Member Qualifications

SEBSP and SEOS Courses	Qualifications
8600, Communications (SEBSP and SEOS)	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Bachelor's degree in English, Communications, Journalism, or related field. • Demonstrate strong grammar and editing skills and possess excellent interpersonal communication skills. • DESIRED: <ul style="list-style-type: none"> • Military or DOD familiarity. • Knowledge of adult learning theory and teaching strategies.
8700, Leadership ¹ (SEBSP and SEOS)	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Served as a senior enlisted advisor or as an MOS specialist as an E-9. • DESIRED: <ul style="list-style-type: none"> • Bachelor's degree. • Knowledge of adult learning theory and teaching strategies. • Joint duty background. • Operational experience. • Planning experience.
8900, Warfighting (SEBSP [Final Resident Seminar])	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Served as a field grade officer or senior SNCO who is an ILS, SAW, or TLS graduate; or • Senior SNCO who is a graduate of the Tactical MAGTF Integration Course. • Significant MAGTF planning and operational experience at the battalion/squadron level or above. • DESIRED: <ul style="list-style-type: none"> • Bachelor's degree. • Socratic teaching experience.

8900, Warfighting (SEOS)	<ul style="list-style-type: none"> • MANDATORY: <ul style="list-style-type: none"> • Served as a field grade officer or senior SNCO who is an ILS, SAW, or TLS graduate; or • Senior SNCO who is a graduate of the Tactical MAGTF Integration Course. • DESIRED: <ul style="list-style-type: none"> • Bachelor's degree. • Socratic teaching experience. • Operational experience. • Planning experience.
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¹ Warfighting lessons delivered during the nonresident seminar period of the SEBSP are designed to be facilitated by a leadership faculty member.

Appendix G
Acronyms

Acronym	Definition
I MEF	1st Marine Expeditionary Force
II MEF	2nd Marine Expeditionary Force
III MEF	3rd Marine Expeditionary Force
AY	Academic Year
AF	Adjunct Faculty
AV	Audio Visual
BSP	Blended Seminar Program
CAC	Common Access Card
CCRB	Course Content Review Board
CDET	College of Distance Education and Training
CJCSI	Chairman Joint Chiefs of Staff Instruction
CLNC	Camp Lejeune, NC
COA	Courses of Action
CONUS	Continental US
COR	Contracting Officer's Representative
CPCA	Camp Pendleton, CA
CRB	Curriculum Review Board
CSC	Command and Staff College
CSCBSP	Command and Staff College Blended Seminar Program
CSCDEP	Command and Staff College Distance Education Program
DPME	Distance Professional Military Education
DAPS	Document Automated Production Service
EABO	Expeditionary Advanced Base Operations
ECDEP	Enlisted College Distance Education Program
EDCOM	Education Command
eLE	e-Learning Ecosystem
EOC	End of Course
EPME	Enlisted Professional Military Education
EWS	Expeditionary Warfare School
EWSBSP	Expeditionary Warfare School Blended Seminar Program
EWSDEP	Expeditionary Warfare School Distance Education Program
FD	Faculty Development
FacO	Faculty Orientation
FMF	Fleet Marine Force
FTE	Full Time Equivalent
HQMC	Headquarters Marine Corps
IE/IR	Institutional Effectiveness/Institutional Research
IRAP	Institutional Research Assessment and Planning

ISD	Instructional System Design
IMI	Interactive Multimedia Instruction
ILS	Intermediate Level School
JPP	Joint Planning Process
JPME	Joint Professional Military Education
JRB	Joint Reserve Base
LMS	Learning Management System
LOCE	Littoral Operations in a Contested Environment
MAGTF	Marine Air-Ground Task Force
MCAS	Marine Corps Air Station
MCB	Marine Corps Base
MCDLP	Marine Corps Distance Learning Program
MCDP	Marine Corps Doctrinal Publication
MCP	Marine Corps Planning Process
MCU	Marine Corps University
MARFOR	Marine Forces
MS	Microsoft
MOS	Military Occupation Specialty
OBME	Outcomes-Based Military Education
OPME	Officer Professional Military Education
OPT	Operational Planning Team
OPORD	Operations Order
OCONUS	Outside of the Continental US
PAC	Pacific
PRS	Performance Requirements Summary
PWS	Performance Work Statement
PE	Practical Exercise
PAJE	Process for the Accreditation for Joint Education
POI	Program of Instruction
QA	Quality Assurance
QC	Quality Control
QCP	Quality Control Program
ROMO	Range of Military Operations
RD	Regional Director -Government Representative
SNCOA	Staff non-Commissioned Officer Academy
SOFA	Status of Forces Agreement
SME	Subject Matter Expert
TET	Tactical Exercise Team
TPOC	Technical Point of Contact
TECOM	Training and Education Command
TIP	Training Input Plan

USMC	United States Marine Corps
WWW	World Wide Web

Curriculum Review Process

Functional Lead: Provost
Division: Academic Support Division
Responsible Office: Education Officer

Reference: (a) DODI 1322.35, Military Education, Vol 1, 26 Apr 2022
(b) MCO 1553.4B Professional Military Education
(c) CJCSI 1800.01F, Officer Professional Military Education Policy, 15 May 2020
(d) CJCSI 1805.01C, Enlisted Professional Military Education Policy, 1 Nov 2021
(e) SACSCOC Principles of Accreditation 2024 Edition

1. Purpose. To provide guidance on Marine Corps University's (MCU) curricular content and review process to ensure that it relates to policies and procedures contained in the references and incorporates the educational priorities of the Marine Corps and higher authority. This policy also provides direction for implementing the directed task to maintain a professional military education (PME) continuum and to ensure its relevance to the professional development of officers and enlisted Marines.

2. Background. As an accredited institution of higher learning, faculty are responsible for the development of course curricula. Nevertheless, as a PME institution, it is imperative upon MCU to ensure that its programs support the educational requirements of the Marine Corps and the Joint Force, to include the review and maintenance of the officer and enlisted PME continuums, first defined and published in 2010. Clear delineation of roles and responsibilities for the review and development of PME continuums, curriculum, student learning outcomes (SLOs), program learning outcomes (PLOs), and program missions is essential to ensuring curriculum remains accurate, current, and relevant.

3. Policy

a. Roles

(1) The President, MCU, based on higher level guidance, the advice of the Provost, and the recommendations of program directors, approves the PME learning areas and continuums, educational program mission, LOs, and SLOs, and provides direction regarding course content priorities for each PME program at the University, both resident and non-resident.

(2) The Provost is the MCU CAO and primary advisor to the President on all educational and academic matters. The Provost directs and oversees the educational program review process.

(3) Program directors, based on President, MCU and higher-level guidance, assessment results, and service requirements, and with the advice of the Provost, relevant subject matter experts (SMEs), program dean (or equivalent) and faculty:

(a) make recommendations as appropriate for changes to program mission, PLOs, SLOs, and the PME continuum.

(b) ensure that program and course design meet institutional and joint PME accreditation standards, as applicable, and conform to best practices in higher education in all cases.

(c) ensure, in accordance with higher level direction and guidance and the service's needs, that course content is accurate, current, and relevant.

(4) Program Deans / CAOs assess program missions, program and SLOs; institutional and joint PME accreditation standards, as applicable; best practices in higher education; the design, development, and delivery of program curriculum; and assessment of student performance to advise program directors on needed changes.

(5) Program faculty design, develop, and deliver curricula that are current, accurate, and relevant to the professional development of the students, and assess student academic performance.

(6) The Director, Academic Support Division (ASD), under the direction of the Provost, provides educational support to program directors, deans, and faculty, and coordinates the MCU Curriculum Review Board (CRB).

(7) The Director, Institutional Research, Assessment, and Planning (IRAP), under the direction of the Vice President for Operations and Plans (VPOP), provides assessment support to program directors, deans, and faculty.

b. Definitions

(1) PME continuums. The Marine Corps Officer and Enlisted PME continuums were originally defined and published in 2011. The MCU President approved the original continuum and designated them foundational to curriculum development for both resident and distance learning programs. Supplemented by the Marine Corps Professional Reading Program and classified according to Bloom's Revised Taxonomy (Remembering, Understanding, Applying, Analyzing, Evaluating, and Creating), the Marine Corps Officer and Enlisted PME continuum reflect the range of enduring PLOs and dynamic SLOs expected of MCU graduates at all levels.

(2) Learning Area. A logical classification of course content according to subject matter areas or overarching themes.

(a) Approved Officer PME (OPME) learning areas are: Leadership; Warfighting; Joint, Interagency, and Multinational Operations; Regional and Cultural Studies; Communication Studies; and Critical and Creative Thinking. (b) Approved Enlisted PME (EPME) learning areas are: Leadership and Ethics; Warfighting; Communication Studies; Critical Thinking and Innovation; Regional and Cultural Studies; and Joint, Interagency, and Multinational Studies.

(3) Educational Program. A combination of courses for the successful mastery of which a student is awarded completion credit and receives a completion diploma or certificate. Officer and enlisted PME programs may be described as “course,” or “school,” or “college” (e.g., Corporals Course, Expeditionary Warfare School, Marine Corps War College). The curriculum of MCU educational programs are designed to achieve approved PLOs.

(4) Program Learning Outcome. A broad statement of a complex and multifaceted outcome intended for graduates to learn from completing an educational program. PLOs will map to approved learning areas as applicable to the mission and scope of the program (i.e., not every educational program is required to have a PLO for each learning area).

(5) Course. A combination of lessons in a defined subject area for which students receive a final grade based on an achievement of approved student learning Outcomes (SLO) (e.g., MCWAR’s “Warfighting and Economics” course).

(6) SLO. A concise statement that describes what students are expected to learn after completing a program or course/s of instruction. The statement begins with an action verb that indicates the desired level of learning (in accordance with the revised Bloom’s taxonomy) and corresponding type of assessment. The action verb is followed by an explanation of the specific subject matter the student must learn. The assessment measure(s) associated with each SLO form the basis for student feedback and grading per the MCU policy on Student Assessment and Feedback (as augmented by program assessment and feedback policy, if any). SLOs will map to the program learning outcomes and approved continuing learning areas along the revised taxonomy learning levels.

(7) Lesson. An individual class, assignment, or other student activity, the aggregation of which comprises the curriculum for a course. Typically, each lesson is focused on the achievement of a specific educational objective or objectives and is described in a published lesson card.

(8) Educational Objective. A concise statement that describes what students are expected to learn from an individual class or lesson within an educational program or course. Educational objectives are the subordinate elements that students must collectively learn to accomplish the broader expectations of an SLO. The statement begins with an action verb that indicates the desired level of learning (per accepted educational taxonomies) and is followed by an explanation of the specific subject matter students must learn.

c. The curriculum review process consists of four major components: 1) officer and enlisted PME continuum development; 2) program level course content review boards (CCRBs); 3) annual assessment of institutional academic outcomes; and 4) curriculum review boards (CRBs). For quality assurance, the President, MCU may direct other types of programs or curriculum review for all PME programs, which could alter the following process and procedures.

(1) PME continuum development

(a) Officer PME. The Provost oversees the review and maintenance of the Officer PME continuum in conjunction with the academic deans/chief academic officers (CAOs) of Expeditionary Warfare School (EWS), Command and Staff College (CSC), School of Advanced Warfighting (SAW), Marine Corps War College (MCWAR), and the College of Distance Education and Training (CDET) to ensure compatibility across the resident and distance officer PME continuum. This group reviews and recommends defined Learning Areas for PME curricula and validates the continuity of SLOs across PME programs.

(b) Enlisted PME. The Provost oversees the review and maintenance of the Enlisted PME continuum in conjunction with the academic deans/CAOs of the College of Military Education (CEME), Marine Corps Senior Enlisted Academy (MCSEA), Lejeune Leadership Institute (LLI), and the College of Distance Education and Training (CDET) to ensure compatibility across the resident and distance enlisted PME continuum. This group reviews and recommends defined Learning Areas for PME curricula and validates the continuity of SLOs across PME programs.

(c) The Director, ASD will develop the OPME continuum from the PLO and SLO mapping, address discrepancies with the academic deans, and publish the continuum when approved by the President, MCU.

(d) The Director, CEME/MCSEA will develop the EPME continuum from the PLO and SLO mapping and publish the continuum when the President, MCU approves it.

(e) Educational program directors will use the appropriate continuum as the basis for ensuring that program curricula are rank appropriate.

(f) Approval. The President, MCU is the approval authority for the officer and enlisted continuum.

(g) The Provost will ensure that the PME continuum are reviewed biennially, and updated as needed, as a precursor to the OPME and EPME program review boards.

(2) CCRBs

(a) Program directors have wide latitude in determining the scheduling and conduct of CCRBs. At a minimum, however, directors will conduct a CCRB for each program course annually to ensure course content is current, accurate, relevant, and consistent with the appropriate PME continuum and service and joint guidance.

(b) Directors will document CCRB results; such documentation will reflect the course assessment data and any other factors (e.g., changes in doctrine, higher guidance, Fleet input and feedback, faculty recommendations, etc.) used as the basis for changes.

(3) Assessment requirements are addressed in the assessment policy.

(4) CRB. The CRB is the formal University oversight mechanism to direct long-range strategic planning, coordination, and approval of academic programs, and to evaluate the integration and progression of academic curricula within the PME continuum. Course content and assessment data related to the achievement of established PLOs and SLOs are reviewed biennially to ensure a progressive, systematic building-block approach is utilized throughout resident and distance education curriculum development. Additionally, curricula are evaluated for adherence to mandated PME requirements, the needs of the Marine Corps, and the accreditation policies of the Process for Accreditation of Joint Education (PAJE) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), as well as to ensure correlation between the various educational programs and academic rigor. Specific responsibilities and requirements of the conduct of the CRB are outlined below.

(a) CRBs will be convened biennially for each academic program. Officer PME programs CRBs will occur in even-numbered years and enlisted PME programs in odd-numbered years, unless otherwise directed. CRBs are scheduled in two parts with Part 1 in March of each academic year and Part 2 in May.

(b) Membership and programs reviewed:

CRB	Member	Role
All CRBs	President, MCU	Chair
	Provost, CoS, VPs	Academic and Administrative Oversight
	SgtMaj, EDCOM/MCU	Senior Enlisted Advisor
	Directors of ASD and IRAP	Administrative SMEs
	Chair, Faculty Council	Faculty representative
	Invited SMEs	As needed
OPME CRBs	Directors and Deans/CAOs, MCWAR, SAW, CSC, CDET, EWS, LLI	Program Briefers (resident and distant) CLS, ILS, Advanced ILS, TLS, RSSC, SPC, BGSOC, EEP
EPME CRBs	Directors and Deans/CAOs, CEME, MCSEA, CDET, LLI	Program Briefers (resident and distant) LCpls Smr, Cpls Crs, Sgts Sch, Career Sch, SNCO Leadership School, Advanced Sch, 1stSgts Crs, SEBSP, SgtMaj Symp, SELOC, Expanded EEP
<i>OPME/EPME directors/deans are optional attendees at their counterparts' CRB</i>		

(c) Briefs. Educational program directors or their designees will brief the following intended approach to program administration for the two academic years following the CRB regarding their respective programs in the format prescribed.

(d) CRB Part 1 Brief will include:

i. Mission Statement, PLOs, and SLOs: approval for proposed changes, if any, and the basis for no change or the proposed changes (e.g., higher guidance, previous two years of assessment, etc.).

ii. Approval for proposed PLO and SLO mapping to approved PME continuum learning areas and taxonomy, highlighting how proposed changes compare to the current approved continuum map.

(e) CRB Part 2 Brief will include:

i. Assessment Plan Overview: review and confirmation of general information regarding the type and frequency of measures used to assess POs and SLOs.

ii. Program Design/Overview: review and confirmation of a graphic description of the overall design and flow of course sequence for use in the MCU command brief and accreditation reporting requirements.

iii. Course Description: review and confirmation of a written description of each of the courses that comprise the program suitable for inclusion in the MCU catalog and for use in articulating credit with external institutions.

iv. Credit Hours: review and confirmation of the calculated credit hours for each course and total for the program.

v. Major Changes to the Curriculum: review and confirmation of a summary of the proposed major changes to the curriculum. Major changes include the elimination of an existing or addition of a new course, the increase or decrease of two or more credit hours for an existing course, and the change to any approved certificate programs offered by the college.

vi. Review and confirmation of curriculum treatment of identified Chairman of the Joint Chiefs of Staff (CJCS) special areas of emphasis (SAE), if/as applicable and/or President, MCU priority areas.

(f) Decisions. The President, MCU is the approval authority for CRB matters.

i. Once approved, Directors may not modify mission statements, PLOs, or SLOs without a subsequent CRB. Directors may request that the President, MCU conduct an “off-cycle” CRB if deemed necessary prior to regularly scheduled review.

ii. Based on assessment and CCRB results, higher guidance, etc., Directors may, and should, modify the assessment plan and program course design and descriptions, and make changes to the curriculum as needed. Significant changes to the assessment plan will include review and advice from the Director, IRAP, to ensure Department of Defense (DoD) and joint PME (JPME) mandated outcomes-based education criteria are met. Program directors or designated representatives will coordinate in advance with the Director, Educational Technology and the MCU Registrar changes to course names, descriptions, and credit hours to ensure they are accurately reflected in educational software and the MCU Course Catalog and accurately reflected and transcribed in student records.

4. Procedures

a. Learning Areas. The Provost will schedule reviews of the PME continuum learning areas as needed and present proposed changes to the President, MCU for approval ahead of the biennial CRBs.

b. CRBs

(1) CRB Part 1 will review program mission, PLOs, SLOs, and continuum mapping.

(2) CRB Part 2 will include Assessment Plan overview, program course design graphic, Course description, course credit hours, summary of major changes, and treatment of CJCS SAEs and President, MCU priority subject areas, as applicable.

(3) President's priority subject areas. President priority areas may include subjects identified by the President him or herself, but the primary intent is to identify externally derived priorities for which data calls or reports are anticipated, to assess the treatment of such topics across educational programs. The Provost, in conjunction with the program deans/CAOs, will develop a proposed priority subject area list for the President's approval in advance of the CRB. Additional attendees will be invited as necessary to address SAE and/or President, MCU priorities.

(4) The Director, ASD, will approve and provide the briefing templates for each session.

(5) Educational program directors will ensure that their briefing materials are provided to the Director, ASD at least two weeks prior to the convening date of the CRB.

(6) Director, ASD will develop the record of proceedings; the Provost will approve them.

Related Policies and Forms:

Institutional Effectiveness
Computation of Credit Hours
Student Assessment and Feedback

Promulgated: 1 Jul 2016

Reviewed: 17 Jun 2024

Revised: 17 Jun 2024