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MARINE CORPS ORDER 1553.4B

From: Commandant of the Marine Corps
To: Distribution List

Subj: PROFESSIONAL MILITARY EDUCATION (PME)

Ref: (a) CJCSI 1800.01C, "Officer Professional Military Education Policy," December 22, 2005
(b) CJCSI 1805.01, "Enlisted Professional Military Education Policy," October 28, 2005
(c) MCO P1610.7F
(d) 10 U.S.C. 38
(e) DOD Instruction 1300.20, "DOD Joint Officer Management Program Procedures," December 20, 1996
(f) DOD Instruction 1215.20, "Reserve Component (RC) Joint Officer Management Program," September 12, 2002
(g) MCO P1400.32

Encl: (1) Marine Corps Officer PME Program
(2) Marine Corps Enlisted PME Program
(3) PME points of contact
(4) Glossary

1. Situation. This Order articulates the Marine Corps Professional Military Education (PME) program and updates policy and responsibilities for coordinating the PME of Marines.

2. Cancellation. MCO P1553.4A.

3. Mission. Define the requirements, objectives, policies, programs and responsibilities for Marine Corps PME in order to prepare and educate the Marine Corps Total Force.

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4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. The Marine Corps PME program is articulated as follows:

(a) Education is the process by which knowledge is attained in order to develop analytical skills and critical thinking capability to enable Marines to adapt quickly in any environment. References (a) and (b) define PME as conveying the broad body of knowledge and developing the habits of mind that are essential to the military professional's expertise in the art and science of war. In contrast, training is the process by which skills are developed through progressive repetition of tasks commensurate with the required capabilities of each rank/grade.

(b) The Marine Corps PME philosophy is that PME is a career long study of the foundations of the military profession. PME is designed to equip Marines with the analytical skills necessary to exercise sound military judgment in contemporary operations. The Marine Corps PME program is a progressive learning system designed to educate Marines by-grade throughout their careers. It specifies required knowledge, by area, at each career level and provides guidelines to PME institutions in structuring their curricula. Participation in this program is an institutional expectation. The program consists of resident instruction, distance education, professional self-study, and The Marine Corps Professional Reading Program. Commanders at every echelon will ensure Marines are afforded the opportunity to participate in their respective PME courses established within this Order.

(c) Endstate: Development of a professional cadre of Marine leaders instilled with, and openly embracing, the significant contribution that career long education opportunities contribute to their excellence in the profession of arms exemplified in sound military decision making leading to improved warfighting acumen.

(2) Concept of Operations. The objectives of Marine Corps PME are: develop Marines educated and skilled in the employment of combat forces and the conduct of war; develop Marines with the knowledge and critical thinking skills to analyze situations, in an environment of ambiguity and uncertainty, then make sound decisions in progressively more

demanding positions; develop Marines whose professional backgrounds and military education will improve the operational excellence of both single-service and joint military forces throughout the spectrum of war; develop strategic thinkers and operational level warfighters that excel in the application of Marine Air Ground Task Force (MAGTF) combat power throughout the spectrum of conflict.

(a) Resident instruction is obtained through attendance at one of the formal schools within the Marine Corps University (MCU), at sister service and joint schools, or at foreign service schools. Resident programs present a unique learning opportunity in that they allow sister service, interagency, and foreign service students to participate in the education and exchange of ideas with Marine students.

(b) Nonresident instruction is obtained through enlisted and officer Distance Education Programs (DEP).

1. Officer DEPs are designed, developed, delivered, and managed by the College of Continuing Education (CCE). Nonresident PME is considered equivalent for purposes of promotion and assignment as Marine officers can complete either the resident course or the associated DEP as identified in enclosure (1). The CCE, in collaboration with the resident school, is responsible for defining, developing, and adopting resident course learning outcomes, objectives, and content into the DEPs for Expeditionary Warfare School (EWS) and Command and Staff College (CSC). The CCE provides adjunct faculty-led seminars both on-site and on-line for chief warrant officer, captain, and major DEPs via a network of regional coordinators. Nonresident PME programs for lieutenant colonels and colonels are accomplished through Army and Air Force DEPs.

2. Enlisted nonresident programs are sponsored by MCU's Enlisted PME Branch and are supported by the Marine Corps Institute (MCI). Specific enlisted PME criteria are identified in enclosure (2). MCI supports the enlisted PME program by enrolling, producing, distributing, and administering course materials for the enlisted DEPs.

3. Professional self-study outside the formal classroom environment broadens Marines' foundation in the profession of arms. Through professional self-study, the lessons of others can provide inspiration, wisdom and a broadened perspective needed to command, lead, act, and win on the battlefield. Professional self-study encompasses any number

of activities that are not necessarily structured, but directly affect professional development to include: The Marine Corps Professional Reading Program, formal school prerequisite courses, DEPs, conference participation, battle studies and staff rides, professional writing, and civilian education that further professional development and fellowships. Fellowships exist at the intermediate and senior levels of the officer PME program. Participation in these programs is encouraged as they provide educational opportunities that are not found within the professional military education system. Fellowships do not meet the joint learning areas established by the Chairman, Joint Chief of Staff (CJCS) for Phase I or Phase II Joint PME equivalency. With the exception of senior level PME, completion of a fellowship does not equate to completing Marine PME criterion.

4. The Marine Corps Professional Reading Program emphasizes excellence in warfighting. The objectives identified by the 29th Commandant, General A. M. Gray, have remained unchanged and are reiterated as follows: to impart a sense of Marine values and traits; to increase knowledge of our profession; to improve analytical and reasoning skills; to increase capacity of using printed media as a means of learning and communicating; to increase knowledge of our Nation's institutions and the principles upon which our country and way of life were founded; to increase knowledge of the world's governments, culture, and geography. General Gray stated, "Success in battle depends on many things, some of which we will not fully control. However, the state of preparedness of our Marines (physical, intellectual, psychological, operational) is in our hands. The study of our profession through selected readings will assist each Marine's efforts to achieve operational competence and to better understand the nature of our 'calling' as leaders of Marines." The Marine Corps Professional Reading Program is an integral element of the PME program as it enables the participants to study and understand the nature and conduct of war while vicariously experiencing decision making in war through the documented experiences of those that have gone before. The reading list that supports the Marine Corps Professional Reading Program can be found through a link at the Marine Corps University homepage or at the following website: http://www.mcu.usmc.mil/reading/.

b. Tasks

(1) Individual Marine (Main Effort)

(a) Assume responsibility for your own professional development by actively participating in and tracking all facets of your PME requirements and PME criteria by grade, as articulated in this Order.

(b) Pursue a lifelong program of mental fitness in much the same manner as physical fitness.

(c) Actively participate in The Marine Corps Professional Reading Program by reading and discussing books from the reading list.

(2) Learning Establishment (Supporting Effort #1)

(a) Marine Corps Combat Development Command (MCCDC)

1. Advise and guide Marine Corps commanders of the operating forces, supporting establishment, bases, and stations in all matters related to PME, including the development of educational objectives, over-site of unit level and formal school training management procedures, and proponency for worldwide Marine Corps PME support resources.

2. Coordinate input to Naval Reserve Officers Training Corps (ROTC) and U.S. Naval Academy pre-commissioning training and education.

(b) Training and Education Command (TECOM)

1. Assess and refine the learning continuum to significantly enhance the training and education of individual Marines and MAGTFs, in order to aggressively increase our capability for seabasing; forcible-entry operations; hybrid warfare; countering irregular threats; Distributed Operations; and conducting operations in large complex urban environments; operating with joint, interagency, and coalition partners; and integrating the art and science of MAGTF command and control.

2. Ensure the Director, MCI, in support of officer and enlisted PME programs, prints and distributes distance learning products, and provides a registrar function in concert with the CCE.

3. Ensure the Director, CCE assumes responsibility for the design, development, delivery, and management of distance learning products and programs throughout the Marine Corps in order to increase operational readiness.

(c) Education Command (EDCOM)

1. MCU President/CG EDCOM is the PME Advocate for the Marine Corps. Develop, implement and monitor policies and programs in order to maintain the relevance of the PME continuum, keep the force educated, and ensure the goals outlined in the references and Commander's Intent are accomplished.

2. Develop, deliver, and assess the relevancy of the resident curricula for both the Officer Professional Military Education (OPME) and the Enlisted Professional Military Education (EPME) continua. Collaborate with MCI and CCE for the development, delivery, and assessment of non-resident curricula for both OPME and EPME. Focus on developing leaders with increased decision-making ability, the strength of character and intellectual agility to make sound moral decisions in the face of ambiguity, and the training and education in historical and cultural perspectives to enable critical thinking and analytical skills in complex problem solving environments.

3. Monitor emerging concept developments in both the service and joint arena and evaluate for inclusion in curriculum. As needed, revise educational objectives, programs of instruction, and all curricula in order to develop leaders with the requisite common combat skills to fight both irregular and traditional combined-arms warfare in the conduct of joint, interagency, multinational operations throughout the spectrum of conflict in both current and future operational environments.

4. Assume lead for revising and updating EPME programs. Blend EPME with Common Combat Skills training.

5. Annually validate PME school codes contained in Marine Corps Total Force System (MCTFS) Table 02 for the Deputy Commandant for Manpower & Reserve Affairs (DC M&RA), Manpower Information Operations Branch (MIO).

6. Annually validate the number of reserve retirement credits for each Marine Corps PME sub-course, and other service PME courses that should be incrementally reported into MCTFS Table 33.

7. Provide each promotion selection board, via DC M&RA Promotion Branch (MMPR), with a current list of all possible combinations that constitute "PME complete" for the population being considered by the selection board.

8. Validate school seats and school dates and serve as the point of contact for schools and PME opportunities.

9. Chair annual working group with DC M&RA representatives and other stakeholders to coordinate PME and other requirements related to the above.

(3) Commands (Supporting Effort #2)

(a) Establish a Command PME policy that emphasizes the importance of PME integration throughout a Marine's career, timely completion of PME criteria per grade, an environment conducive to the study of war, and identifying and developing those Marines with the capacity for strategic thought.

(b) Invest in the long term development of the Marine Corps by ensuring Marines are afforded the opportunity to participate in and complete their PME programs by balancing operational tempo with educational opportunities.

(c) Create opportunities to encourage reading and foster professional development through discussion of books that are listed by grade in The Marine Corps Professional Reading Program.

5. Coordinating Instructions

a. Curriculum Policy

(1) General. PME curricula are current, dynamic, forward looking, and based on the warfighting needs of the Marine Corps.

(2) Joint PME. Joint education is appropriate at many levels of Marine Corps PME and formal school curricula reflect this integral perspective. Marine Corps PME schools involved in Joint Professional Military Education (JPME) fulfill the learning objectives identified in reference (a). Joint education is imbedded, as appropriate, throughout the Marine Corps PME continuum. Joint education will continue to mature as new versions of reference (a) and (b) are promulgated.

(3) Teaching Methods. PME curricula are designed to facilitate an appropriate mix of instructional techniques and technology that encourages critical thinking, guided and interactive discussions, and complex practical applications. These include reading, writing, research, oral presentations, seminar discussions, case studies, wargaming, practical application exercises, lectures and films; whichever most clearly and effectively conveys the material.

b. Faculty Policy

(1) Faculty Credentials. Both military and civilian faculty members will have equal or greater educational credentials than the course to which they contribute. Ideally, they will have operational experience, proven educational expertise, and teaching and mentoring experience consistent with the PME school they represent.

(2) Faculty Composition. Faculty composition is tailored to ensure continuity, faculty stability, representation of all elements of the MAGTF, and appropriate subject matter expertise.

(3) Student-Faculty Ratio. An appropriately low student to instructor ratio will exist for both resident and DEP seminar instruction to ensure a functional learning environment is established and retained. The student-faculty ratio will be set at an appropriate level depending on the type of instructional methodology employed and/or direction from the JCS.

c. Student Policy

(1) MCI/CCE PME Program Eligibility. Marines will be eligible to enroll in PME programs for the next higher grade after they have satisfied the PME requirements and criteria of their current grade as defined in enclosures (1) and (2) of this Order.

(2) Other Service Participation. The attendance of other service representatives at PME schools contributes to the professional development of Marines. Though reference (a) requires officer intermediate and senior level schools to include other service attendance, all PME schools should include other service students where appropriate to the objectives of the school and development of attending Marines.

(3) International Participation. The attendance of international students at PME institutions contributes to the educational development of all students. PME schools maintain international student programs that support current Security Assistance Training Program objectives and best meet the objectives of the schools. International participation is consistent with relevant security considerations and directives.

d. Program Management Policy

(1) General. PME is an integral part of every Marine's professional development. As such, all Marines must have an equal opportunity to participate in the PME programs. Ensuring Marines are afforded the opportunity to participate in and complete their PME programs facilitates long-term development of the Marine Corps. Operational tempo must be balanced with educational opportunities to ensure this is accomplished. We are a learning organization and PME takes effort and commitment on the part of all Marines.

(2) Reserve PME. Marine Corps PME is applicable to the Total Force; therefore, PME requirements and criteria for distance education, professional reading, and professional self-study apply to all Marines. Because the length of resident instruction makes attendance difficult for Reserve Marines, the policies below apply.

(a) Officer PME. Limited resident PME opportunities exist for reserve officers. The vast majority of reserve officers will attain their PME qualifications via the CCE DEPs (chief warrant officers, captains, majors) or an approved sister service equivalent (lieutenant colonels and colonels).

(b) Enlisted PME. Members of the Individual Ready Reserve and Individual Mobilization Augmentees are responsible for completing all distance education PME requirements and criteria appropriate to their grade and are encouraged to attend PME schools in residence.

(3) PME Equivalency. Marine PME equivalency is addressed by grade in enclosures (1) and (2). Requests for equivalency review should be submitted to PME Policy & Operations, MCU.

(4) Fitness Reports. All Marines attending resident PME courses are evaluated according to procedures specified in reference (c).

(5) PME Rank Advocacy. The PME Rank Advocacy policy institutionalizes a single billet to act as a proponent for PME for all ranks of the EPME continuum and one billet per level to act as a proponent for the OPME continuum. PME Rank Advocates are responsible to the President, MCU for recommending applicable PME requirements and policy recommendations in order to keep the PME continuum relevant, the force educated, and ensure the goals outlined in the references are accomplished. PME Rank Advocates are delineated as follows.

PME Rank Advocate	Proponent For
Director, Enlisted Professional Military Education & Sergeant Major, MCU	All Enlisted Marines
Director, PME Policy & Operations, MCU	Chief Warrant Officers
Director, Expeditionary Warfare School	Primary/Career Level
Director, Command and Staff College	Intermediate Level
Director, Marine Corps War College	Senior Level
Director, Senior Leader Development Program	GO Level

PME Rank Advocate responsibilities include:

(a) PME Rank Advocates represent Marine Corps educational requirements for Marines of a specific rank/group of ranks in joint, international, and interagency forums.

(b) PME Rank Advocates will solicit, collect, process, identify, track, and manage the appropriate core education requirements and capability requirements for Marines of a specific rank/group of ranks.

(c) PME Rank Advocates recommend the PME complete criteria for "PME Complete" baseline for a specific rank/group of ranks within the education, personnel evaluation, and promotion systems.

(d) PME Rank Advocates are responsible for identifying and providing solutions to bridge the differences between Marine PME requirements and the education provided by foreign and sister services.

(e) PME Rank Advocates will continuously evaluate current and emerging requirements against an evolving operational environment that is intrinsically joint.

(6) PME Policy. The PME Policy & Operations Division, MCU, is responsible for PME policy to include management and integration of JPME. All PME related MARADMINs, messages, and other traffic dealing with PME will be coordinated through the PME Policy & Operations Division, MCU. PME Policy & Operations Division, MCU is the point of contact for questions concerning management of school seat numbers, waivers and other PME issues.

6. Administration and Logistics. For assistance, visit the following websites.

a. The Marine Corps Professional Reading Program website at http://www.mcu.usmc.mil/reading/.

b. The Professional Military Education website http://www.mcu.usmc.mil/pme/pme.htm.

c. The College of Continuing Education website http://www.tecom.usmc.mil/cce/.

d. The Marine Corps Institute website https://www.mci.usmc.mil/newmci/default.asp.

7. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.

James T. Conway

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MARINE CORPS OFFICER PME PROGRAM

1. Overview. The objectives of the Marine Corps Officer PME Program are to: develop officers educated and skilled in the employment of combat forces and the conduct of war; develop officers with the knowledge and critical thinking skills to analyze situations, in an environment of ambiguity and uncertainty, then make sound decisions in progressively more demanding positions; develop officers whose professional backgrounds and military education will improve the operational excellence of both single-service and joint military forces throughout the spectrum of war; and develop strategic thinkers and operational level warfighters that excel in the application of MAGTF combat power throughout the spectrum of conflict.

a. Captains, majors, and lieutenant colonels can complete their PME either in residence or through nonresident DEPs. JPME Phase I credit is awarded for intermediate level resident and DEP completion and senior level DEP completion. JPME Phase II is awarded for senior level resident program completion.

b. Resident education enables sister service, interagency, and foreign service members to participate in the education and exchange of ideas with Marine students. A small percentage of eligible officers are able to benefit from attendance at the resident programs at each level. However, the resident programs form the intellectual basis for the DEP programs.

c. DEPs are critical to the education of the force, as a majority of the population from captain to lieutenant colonel must pursue education via the DEPs. The CCE provides relevant curricula that is derived from and parallels the resident curricula. Completion of a DEP does not preclude an officer from being eligible to attend a resident school.

d. Completion of PME for officers, according to reference (d), cannot be tied directly to promotion. It is, however, indicative of an officer's desire to seek professional growth and may make the officer more competitive for promotion.

e. Limited Duty Officers (LDO) are expected to complete the same PME criteria identified for an unrestricted officer of equal grade.

2. Resident PME opportunities. Attendance processes vary by level: captains through lieutenant colonels are selected through an M&RA sponsored board.

3. Distance Education Program enrollment eligibility. Captains and majors can complete a Marine Corps sponsored DEP either by correspondence from the MCI or in small group seminars through CCE. CCE seminars are led by an adjunct faculty member and, in order to maintain a desired low student to instructor ratio, enrollment criteria have been established to ensure that all officers within that PME level have priority for the limited number of available seminar seats. The following criteria prioritizes the order of enrollment eligibility for Expeditionary Warfare School DEP (EWSDEP) and Command and Staff College DEP (CSCDEP):

a. EWSDEP

(1) Eligibility. All Marine Corps captains, first lieutenants, chief warrant officers 2 and 3; Marine Corps majors who are neither enrolled in nor completed CSCDEP; other sister service officers, government civilians, and international officers of the same grade to fill seminar vacancies; Marine Corps warrant officers; and Marine Corps gunnery sergeants through sergeants major/master gunnery sergeants who have completed all EPME requirements, if seminar vacancies are available. Officers in the grade of lieutenant colonel and colonel will not be eligible to enroll in EWSDEP without a waiver from MCU.

(2) Waivers. Gunnery sergeants through sergeants major/master gunnery sergeants who desire to enroll in EWSDEP must submit a commanding officer's endorsement, verifying the Marine is PME complete in-grade, to CCE prior to being enrolled.

b. CSCDEP

(1) Eligibility. All Marine Corps field grade officers; Marine Corps captains who have completed EWS/EWSDEP; Marine Corps chief warrant officers 3 and 4 who have completed EWSDEP; other sister service officers, government civilians, and international officers of the same grade to fill seminar vacancies; Marine Corps first sergeants/master sergeants through sergeants major/master gunnery sergeants who have completed all EPME requirements, if seminar vacancies are available.

(2) Waivers. First sergeants/master sergeants through sergeants major/master gunnery sergeants who desire to enroll in CSCDEP must submit a commanding officer's endorsement, verifying the Marine is PME complete in-grade, to CCE prior to being enrolled.

4. Joint PME (JPME) Requirements. After 30 September 2008, only officers that have earned a Joint Qualified Officer (JQO) (previously a Joint Specialty Officer (JSO)) designation may be appointed to general officer. To satisfy the educational prerequisites for JQO/JSO or JQO/JSO nominee designation, officers must receive credit for completing a CJCS-certified or accredited program of JPME. Paths for satisfying the educational requirements for JQO/JSO or JQO/JSO nominee designation can generally be accomplished by:

a. Completion of JPME Phase I at an approved Service or foreign PME Intermediate Level College (ILC) (resident or non-resident). This is followed by completion of JPME Phase II at a Service Senior Level College (SLC) (resident only) or completion of the 10-week Joint Combined Warfighting School (JCWS).

b. Completion of National War College (NWC), Industrial College of the Armed Forces (ICAF), or Joint Advanced Warfighting School (JAWS) (single-phase JPME programs).

5. PME Complete Criteria. PME courses identified in this Order, when completed, may make a Marine more competitive for promotion. PME criteria have been built in a building-block progression to provide each Marine with the requisite skills and knowledge. Marines of all grades will participate in the professional self-study program to include The Marine Corps Professional Reading Program. Figure 1-1 depicts the different options available by-grade to complete PME.

Grade	WO, CWO2, 2ndLt, 1stLt	CWO3, LDO Capt	Capt	CWO4, LDO Maj	Maj	LDO LtCol	LtCol, Col	General
PME Level	Primary	Career		Intermediate		Senior		GO/Flag
Education Programs	No Formal PME Requirement MOS Focus	EWSDEP **OR** Army Captains Career Course	EWS **OR** EWSDEP **OR** Army Captains Career Course	CSCDEP	CSC **OR** CSCDEP **OR** Sister Service Intermediate Level College **OR** Approved Foreign Intermediate Level college	Air War College Senior Leader Course (DEP) **OR** Army War College Corresponding Studies Program (DEP)	Senior Level College **OR** National Defense University's NWC, ICAF, JAWS **OR** Approved Foreign Senior Level College **OR** Air War College Senior Leader Course (DEP) **OR** Army War College Corresponding Studies	APEX, EBCW **MajGen:** JFACC/CFACC EBC, EBC II JFOWC **LtGen:** SLS Seminars, GO Symposium, Leadership at the Peak,
	Professional Self Study							

Figure 1-1.-- Officer PME Requirements

Primary Level PME
WO-1, CWO2, 2ndLt, 1stLt

1. PME Complete Criteria. PME courses identified in the PME Order which, when completed, may make a Marine more competitive for promotion. The following are the by grade PME criteria:

Warrant officer, chief warrant officer 2, second lieutenant, first lieutenant. Marines in the grades of WO, CWO2, O-1, and O-2 do not have formal PME responsibilities aside from professional self-study as per the Marine Corps Professional Reading Program. Marines in these grades are expected to focus on developing into proficient practitioners within their occupational fields. Chief warrant officers 2 and first lieutenants are eligible to enroll in the career level PME Expeditionary Warfare School Distance Education Program (EWSDEP).

Career Level PME
CWO3, LDO Capt, Capt

1. Expeditionary Warfare School (EWS). EWS can be completed by attending the resident school or through the EWSDEP. Either program meets all the requirements for career level PME. EWS enables captains to command or to serve as a primary staff officer in their MOS, integrate the capabilities resident within their element of the MAGTF, integrate their element within the MAGTF, and understand the functioning of the other elements of the MAGTF.

a. EWS Resident Program. EWS provides Marine captains career level PME and oversees their professional military training in command and control, MAGTF operations ashore, and naval expeditionary operations. The 10-month resident program also includes training opportunities during the embedded occupational field expansion course.

b. EWSDEP. EWSDEP is the program for officers who do not attend the resident school to complete their career level PME. The curriculum provides a baseline education that is derived from and closely parallels the curriculum offered by the resident program.

2. Army Captains Career Course (ACCC). Marine officers may attend career level equivalent warfare specialty schools known as Army Captains Career Courses. The below list provides the ACCCs available for career level participation.

Air Defense Artillery Officer Advanced Course
Armor Captains Career Course (ACCC)
Aviation Captain Career Course
Chemical Captain Career Course (CCCC)
Combined Logistics Captain Career Course (CLCCC)
Engineer Captain Career Course (ECCC)
Field Artillery Captain Career Course (FACCC)
Infantry Captain Career Course (ICCC)
Military Police Captain Career Course (MPCCC)

Career Level PME
CWO3, LDO Capt, Capt

3. Career Level Resident Student Assignment. Officers assigned to EWS will normally be captains or captain selects. Resident school selection is determined by a board selection process; Marines wishing to attend resident career level PME must contact their monitor. Other services and organizations participating in the EWS resident program are responsible for assigning students with appropriate qualifications.

4. PME Complete Criteria. PME courses identified in the PME Order which, when completed, may make a Marine more competitive for promotion. The following are the by-grade PME criteria:

a. Chief Warrant Officer 3, Limited Duty Officer (LDO) Captain. To be considered PME complete, Marine CWO3 and LDO Captains must:

(1) Complete the EWSDEP.

(2) Certain ACCCs have opportunities for CWO3s; Marines should contact their monitors for details.

b. Captain. To be considered PME complete, Marine captains must:

(1) Attend and complete EWS, **OR**

(2) Complete the EWSDEP, **OR**

(3) Attend and complete an ACCC.

5. Ineligibility Criteria. An officer is ineligible for resident EWS/ACCC if they commenced a fully funded Marine Corps Graduate Education Program as a captain or captain select. These programs include the Special Education Program (SEP), Foreign Area Officer (FAO), Regional Area Officer (RAO), and the Funded Law Education Program (FLEP). To be considered PME complete, these officers must complete PME for their grade via the EWSDEP.

Intermediate Level PME
CWO4, CWO5, LDO Maj, and Maj

1. Marine Corps Command and Staff College (CSC). The CSC can be completed by attending the resident school or through the CSCDEP. Both programs meet all the PME and JPME Phase I requirements for intermediate level PME. Informed by the study of history, language and culture, CSC educates and trains its joint, multinational, and interagency professionals in order to produce skilled warfighting leaders able to overcome diverse 21st century security challenges.

a. CSC Resident Program. CSC provides intermediate PME to field grade officers of the Marine Corps, other services, and other countries to prepare them for command and staff duties with MAGTF and for assignments with joint, multinational, and high-level service organizations. The 10-month resident course is JPME Phase I accredited. The Commission on Colleges of the Southern Association of Colleges and Schools accredits MCU to award Masters Degrees. MCU offers CSC students the option of completing the requirements for a Master of Military Studies (MMS) degree. The MMS is available through the resident CSC course only.

b. CSCDEP. The CSCDEP is a JPME Phase I accredited course for officers who do not have an opportunity to attend the resident school to complete their PME/JPME requirements. The curriculum provides a baseline education that is derived from and parallels the resident curriculum.

2. Other Intermediate Level Service Colleges. The primary sources of intermediate level PME outside the Marine Corps are listed in paragraph 5b below.

3. Intermediate Level School (ILS) Resident Student Assignment

a. Military students assigned to the resident CSC course must have attained, or been selected for, the grade of major; must have a baccalaureate degree, must hold a secret clearance, and must be selected by an intermediate level PME board.

b. Civilian students assigned to the CSC course must have attained a professional level in their parent organization or agency comparable to their military counterparts. They should have appropriate education and experience commensurate with

their military counterparts and be identified by their organization as in a professional career track for executive-level service by their organization.

c. Other services and organizations participating in CSC are responsible for selecting students with comparable qualifications.

4. JPME Requirements. The **minimum** requirements must be completed, as defined in reference (d). Starting in September 2008, only officers that have earned a JQO/JSO designation are eligible for selection to general or flag grade. To satisfy the educational prerequisites for JQO/JSO or JQO/JSO nominee designation, officers must receive credit for completing a CJCS-certified or accredited program of JPME. Paths for satisfying the educational requirements for JQO/JSO or JQO/JSO nominee designation can generally be accomplished by:

a. An officer completes JPME Phase I at a Service ILC (resident or nonresident DEP). This is followed by completion of JPME Phase II at a Service SLC (resident only) or at Joint & Combined Warfighting School (JCWS) (10-week course).

b. An officer completes NWC, ICAF, or JAWS (single-phase JPME courses).

5. PME Complete Criteria. PME courses identified in the PME order which, when completed, may make a Marine more competitive for promotion:

a. Chief Warrant Officer 4, LDO Major. To be considered PME complete, Marine CWO4 and LDO Majors must complete the CSCDEP.

b. Chief Warrant Officer 5. Marines in the grades of CWO5 do not have formal PME responsibilities aside from professional self-study as per the Marine Corps Professional Reading Program.

c. Major. To be considered PME complete, Marine Majors must:

(1) Attend and complete CSC, **OR**

(2) Complete the CSCDEP, **OR**

(3) Attend and complete the Army Command and General Staff College resident program **OR** the Air Force Command and

Staff College resident program **OR** the Navy College of Naval Command and Staff resident program, **OR**

(4) Attend and complete a foreign command and staff college (approved lists are published annually in the ILS selection board convening messages).

6. Advanced Intermediate Courses (must be an ILS graduate [resident or nonresident] to attend). These courses provide follow-on, graduate-level PME for selected field grade officers who have completed a resident ILS or the CSCDEP. These courses develop complex problem solving and decision making skills that can be used to improve the warfighting capabilities of an organization at the operational level of war. Advanced intermediate level courses are:

a. USMC School of Advanced Warfighting (SAW).

b. Army School of Advanced Military Studies (SAMS).

c. Air Force School of Advanced Air and Space Studies (SAASS).

d. Naval Operational Planner Course (NOPC).

7. Fellowships (Intermediate Level). Fellowships exist at the intermediate level. Participation in these programs is encouraged as they provide educational opportunities for the individual not found within the PME system. Fellowships do not meet the joint learning areas established by the CJCS for Phase I or Phase II JPME equivalency. Completion of a fellowship is not considered equivalent to completing Marine or service PME. To be considered PME complete, officers on fellowships must complete PME for their grade via the CSCDEP. Available fellowships are published annually in the ILS selection board convening messages.

8. Ineligibility Criteria. Officers are ineligible for resident PME/Fellowships if they commenced a fully funded Marine Corps Graduate Education Program as a major or major select. These programs are SEP, FAO, RAO, and FLEP. These programs do not meet PME complete criteria. To be considered PME complete, officers must complete PME for their grade via the CSCDEP.

Senior Level PME
LDO LtCol, LtCol, Col

1. Marine Corps War College (MCWAR). The only way to complete MCWAR is by attending the resident school as there is no Marine Corps DEP equivalent. A top level school (TLS) board selection process determines resident attendance at MCWAR (and all other TLS equivalent programs). The 10-month college prepares selected senior officers for decision making during war and military operations other than war in a joint and multinational environment. MCWAR graduates are prepared to assume senior leadership positions of increasing complexity by studying national military strategy, theater strategy and plans, and Marine Corps support to those strategies within the context of national security policies, decision making objectives, and resources. Completion of the MCWAR curriculum satisfies JPME Phase II requirements. MCWAR graduates receive a Master of Strategic Studies (MSS) degree.

2. Other Senior Level and Joint Service Colleges. The primary sources of senior level PME external to the Marine Corps are listed below. Complete lists of other service and international TLSs are published in annual TLS board convening MARADMINS.

a. Air War College.

b. Army War College.

c. College of Naval Warfare.

d. National War College (NWC).

e. Industrial College of the Armed Forces (ICAF).

f. Joint Advanced Warfighting School (JAWS).

3. TLS Resident Student Selection

a. MCWAR. Students selected to MCWAR must have attained the rank of lieutenant colonel or colonel, must be graduates of a JPME Phase I accredited intermediate level school program, and must possess an SSBI/Top Secret clearance.

b. National Defense University (NDU). NWC, ICAF, and JAWS all fall under NDU. Marines selected to these schools must be promoted (not frocked) to the grade of lieutenant colonel on or before 01 August of each respective academic year. Graduates of these schools are awarded single-phase JPME credit (JPME 1 & 2).

c. Other Selection Criteria. Marine officers selected to participate in other service or international programs must meet the educational prerequisites established by those programs.

4. PME Complete Criteria. PME courses identified in the PME order which, when completed, may make a Marine more competitive for promotion.

a. LDO Lieutenant Colonel. To be considered PME complete, Marine LDO lieutenant colonels must complete the Army **OR** Air Force War College DEP.

b. Lieutenant Colonel. To be considered PME complete, Marine lieutenant colonels must:

(1) Attend and complete MCWAR, **OR**

(2) Attend and complete the Army War College resident program **OR** the Air War College resident program **OR** the College of Naval Warfare resident program, **OR**

(3) Attend and complete the NWC, **OR** ICAF, **OR** JAWS, **OR**

(4) Attend and complete an approved foreign service school, **OR**

(5) Complete the Army **OR** Air Force War College distance education program.

c. Colonel. Currently, Marine colonels do not have a formal PME requirement for promotion (other than the Marine Corps Professional Reading Program). However, the 2005 National Defense Authorization Act has amended reference (d) so that after 30 September 2008, only officers that have earned a JQO/JSO designation may be appointed to general officer.

(1) JPME requirement. Statutory educational requirements based on 10 U.S.C. 38. Additional guidance concerning joint officer management can be found in references (e) and (f).

(a) Educational Requirements for Joint Specialty Officers. To satisfy the educational prerequisites for JQO/JSO nominee designation, officers must receive credit for completing a CJCS-certified or accredited program of JPME. Paths for satisfying the educational requirements for JQO/JSO nominee designation can generally be accomplished by:

1. Completion of JPME Phase I at an approved service or foreign PME ILC (resident or nonresident). This is followed by completion of JPME Phase II at a Service SLC (resident only) or completion of the 10-week JCWS.

2. Completion of NWC, ICAF, or JAWS awards single-phase JPME credit (JPME 1 & 2).

(b) Educational Requirements for Joint Duty Assignments Reserve (JDA-R). To the extent practical, Reserve officers on the Department of Defense (DoD) Reserve Active Status List (RASL) will complete the appropriate level of educational requirements before assignment to a JDA-R billet. Positions will be validated and documented to identify positions that require no JPME, those that require JPME Phase I and those that require Advanced Joint Professional Military Education (AJPME). Officers in critical JDA-R billets will complete AJPME before assignment, where practicable. Additional guidance concerning Reserve officer joint officer management can be found in reference (f).

5. Fellowships (Senior Level). Fellowships exist at the senior level. Participation in these programs is encouraged as they provide educational opportunities for the individual and service not found within the PME system. Fellowships do not meet the joint learning areas established by the CJCS for Phase I or Phase II JPME equivalency. Therefore, Marines filling fellowships would require another avenue to obtain JPME (such as the JCWS course mentioned above). However, completion of a fellowship is considered equivalent to completing Marine or service PME at the senior level. Fellowships available at the senior level are published in the annual TLS board convening MARADMINS.

General Officer PME
BGen, MajGen, LtGen, Gen

1. General Officer and Senior Executive Service Senior Leader Development. The Commandant established the Senior Leader Development Program (SLDP) in 2003 at MCU to provide structure to the professional growth and assignment strategy for general officers and Senior Executive Service (SES) personnel. As the single source for managing senior leader educational matters, the SLDP is an advocate for general officer and SES growth opportunities. Located at MCU, the SLDP pursues new outlets to expand executive leadership skills and focuses on competencies for the Strategic and Operational levels of war across the spectrum of conflict. General officer education is inherently joint in nature. It focuses on theater level joint and combined operations and on the highest levels of strategy; integrating the components of national power to achieve national objectives. Paragraphs 1(a)through 1(i) of this section describe the core courses (required PME) for general officers while the courses listed in paragraph 1(j) form the complementary courses that support particular assignment paths a general officer pursues. Assignment to these courses is coordinated through the SLDP.

a. Brigadier General Select Orientation Course (BGSOC). The Commandant hosts this course that is offered annually for 1 week at Headquarters, U.S. Marine Corps, Washington, DC. This course assists in the transition to flag rank by offering discussion and insight on the strategic, operational, and individual issues associated with becoming a general officer. Attendees are provided an understanding of the strategic vision required by general officers; general officer personal and professional responsibilities; general officer professional development; and the goals, status, and major issues concerning the Marine Corps.

b. General Officer Warfighting Program (GOWP). Offered annually for newly selected general officers. The program is a phased evolution conducted by the MAGTF Staff Training Program (MSTP) focusing on the commander's decision-making requirements associated with the Marine Corps planning process. MSTP will coordinate course attendance with newly selected brigadier generals. This course is usually conducted in conjunction with BGSOC.

c. CAPSTONE. The Goldwater-Nichols DOD Reorganization Act of 1986 mandated that all newly selected general and flag officers attend CAPSTONE. The course objective is to make these

individuals more effective in planning and employing U.S. forces in joint and combined operations. The CAPSTONE curriculum examines major issues affecting national security decision-making, military strategy, joint/combined doctrine, interoperability, and key allied nation issues.

d. Joint Flag Officer Warfighting Course (JFOWC). JFOWC prepares 2-star officers of all four services for theater-level combat leadership responsibilities. It is tailored to provide our future theater combatant commanders, service component and joint task force commanders with a broad perspective of the strategic and operational levels of war. Instruction for the course comes from senior national-level civilian and military representatives, flag officers serving as combatant commanders, and retired, battle-tested officers. Retired generals also draw from their combatant and component commander experience to lead wargaming scenarios focused in various parts of the world, across the continuum of conflict.

e. Executive Business Course (EBC). Offered several times throughout the year, this course is 10-days long and is held at the Naval Postgraduate School, Monterey, California. Assignment to this course is for all general officers and SES members and and is coordinated through the SLDP. This course provides a forum for combining new ideas and innovative approaches with traditional Department of the Navy/DoD business practices to build an educational platform for transforming change.

f. Executive Business Course II (EBC II). A 4-day course held twice per year (Apr/Aug) at the Paul J. Rizzo Conference Center in Chapel Hill, North Carolina. The course design is based upon classic research by Mintzberg on the roles undertaken by senior managers, which fall into three major groups: leadership/interpersonal, informational, and decision-making. Under the rubric of leadership, we focus on leading transformational change as well as effective utilization of human capital. The sessions on informational roles address the strategic use of information technology for achieving business objectives. Finally, the sessions on the decision-making roles of senior managers provides the financial and analytical tools required for making effective decisions at the flag officer level. This course builds upon material covered in the Executive Business Course and extends the exploration into the field of innovation.

g. Enabling Battle Command Workshop (EBCW). A 2-day course held every six weeks in Washington, DC. This course provides an overview of the power of information technology, threats and options for senior leaders in the "Being Digital" mode. MITRE Corporation follows with a presentation on the basics of information technology in the Transport, Software and Information Assurance modules. Intelligence, Operations, and Signal leaders then discuss current struggles and the session concludes with a module for future combat systems.

h. General Officers' Symposium (GOS). Offered annually at Headquarters, U.S. Marine Corps, Washington, DC. The Commandant hosts this 1-week event. Coordination for this event is the responsibility of the Special Project Division (SPD). This event is designed to bring all Marine Corps general officers together (one per location will generally remain at home station) to discuss issues concerning the Marine Corps. Spouses are invited to attend. For spouses requiring transportation, and upon the Assistant Commandant's authorization, SPD will issue invitational travel orders.

i. Leadership at the Peak. This program focuses exclusively on the demands of senior-most leaders, guaranteeing a comfortable, secure environment in which they can evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers.

j. Pinnacle. CAPSTONE equivalent course for senior flag officers directed by CJCS.

k. Senior Leadership Seminar. This program takes place during the general officer symposium and provides an opportunity for the Commandant to conduct a focused PME on a specific topic. The SLDP director manages the Senior Leadership Seminar for the Commandant.

l. APEX. APEX is to the SES what CAPSTONE is to the General/Flag officers of the uniformed services of DOD. This program offers a blend of briefings from senior ranking DOD civilian and military leaders and a series of interactive exercises focusing on the themes of transformation and transition. APEX is a unique general education offering that highlights networking and peer learning.

m. Complementary Courses

(1) Black Sea Security Program.

(2) Combined Force Air Component Commander Course (CFACC).

(3) Combined Force Land Component Commander Course (CFLCC).

(4) Joint Force Air Component Commander Course (JFACC).

(5) Joint Force Land Component Commander Course (JFLCC).

(6) Joint Force Maritime Component Commanders (JFMCC) Course.

(7) National Security Decision Making Seminar (NSDMS).

(8) National Security Leadership Course (NSLC).

(9) Program for Executives in Logistics Technology (LogTech).

(10) Senior Information Warfare Application Course (SIWAC).

(11) Senior Executives in International & National Security Program (SEINS).

(12) U.S. and Russia Security Program.

2. PME Complete Criteria. General/Flag officers are expected to follow the core scheme of maneuver for general/flag officer education as follows.

a. Brigadier General

(1) BGSOC. All general officers and SES members attend within one year of confirmation to brigadier general or SES.

(2) GOWP. All general officers attend immediately following BGSOC. SES members attend as an elective.

(3) CAPSTONE. All general officers attend within two years of confirmation.

(4) APEX. All new SES and DoD transferees within two years of selection.

(5) EBCW. Core requirement for general officers; priority given to individuals serving in applicable commands.

b. Major General

(1) JFACC/CFACC. All aviation general officers must take either JFACC or CFACC. Possible priority elective for Marine Expeditionary Brigade (MEB) and Marine Expeditionary Force (MEF) commanders. Elective course for all others.

(2) EBC. All supporting establishment general officers and all SES; priority to supporting establishment commanders. Course could be tailored for all general officers and SES at some point.

(3) EBC II. All supporting establishment general officers and all SES; priority to supporting establishment commanders. Course could be tailored for all general officers and SES at some point.

(4) JFOWC. All operational commanders; priority to general officers slated for MEF, MEB, Wing, Division, Marine Logistics Group, Marine Force, and Joint commands. Other general officers on a space available basis.

c. Lieutenant General and General

(1) Pinnacle.

(2) Leadership at the Peak.

(3) Attend PME as directed by CMC.

d. All. All general officers and SES must attend annual Strategic Leadership Seminars.

MARINE CORPS ENLISTED PME PROGRAM

1. Overview. The professional development of enlisted Marines consists of a progressive integration of Marine Corps Common Skills (MCCS) and PME. PME focuses on developing military judgment and decision-making as the Marine leader advances in grade. Enlisted PME (EPME) is undergoing a dynamic transformation from knowledge-based applications to performance-based applications. The traditional "box of books" is transitioning to time sensitive e-learning combined with resident instruction that will focus on practical application and performance evaluation. Each level will focus on appropriate applications that incorporate leadership, mentoring, decision making, and distributed operations. Additionally, applicable Joint Learning Areas (JLA) will be introduced at each level within the educational continuum as a means to provide understanding of the joint environment.

a. PME for enlisted Marines uses a building block approach; each course builds on the previous one with minimal overlap. The distance education course is a prerequisite for the Staff Noncommissioned Officers Academy (SNCOA) resident course.

b. Completion of the appropriate distance learning courses are required for promotion to staff sergeant through first sergeant/master sergeant. Due to limited number of class seats and the inability of some Marines to attend the resident courses, only the distance learning courses are required for the grades of sergeant and staff sergeant. However, to become more competitive for promotion, enlisted Marines should complete both their appropriate distance education and attend the resident course appropriate for their grade.

c. To gain maximum benefit, Marines should attend the appropriate resident course once selected for the next rank or as soon as possible upon promotion.

d. Marines can enroll in courses for their current grade or the next higher grade once they have satisfied the PME requirements of their current grade.

2. Enlisted Participation in OPME DEP. Gunnery sergeants and first sergeants/master sergeants desiring to further their education beyond EPME by completing OPME may do so if the below eligibility requirements are met. Officer DEPs are conducted in a small group seminar fashion to facilitate the exchange of ideas and learning. Each seminar is led by an adjunct faculty member through CCE. To maintain a desired low student to

instructor ratio, enrollment criteria have been established to ensure that all officers within that PME level have priority on the limited number of available seminar seats. The following criteria designate the distance OPME programs enlisted Marines may enroll in if there is space available:

a. EWSDEP: Gunnery sergeants through sergeants major/master gunnery sergeants who have completed all in-grade nonresident and resident PME requirements, if seminar vacancies are available.

b. CSCDEP: First sergeants/master sergeants through sergeants major/master gunnery sergeants who have completed all in-grade nonresident and resident PME requirements, if seminar vacancies are available.

c. Gunnery sergeants through sergeants major/master gunnery sergeants who desire to enroll in EWSDEP 8650 must submit a commanding officer's endorsement, verifying the Marine has completed in-grade nonresident and resident PME requirements, to CCE prior to being enrolled.

d. First sergeants/master sergeants through sergeants major/master gunnery sergeants who desire to enroll in CSCDEP must submit a commanding officer's endorsement, verifying the Marine is PME complete in-grade, to CCE prior to being enrolled.

3. PME Requirements. PME requirements are the minimum requirements that must be completed, as defined in the Enlisted Promotion Manual, prior to the convening date of a promotion board for a Marine, who is eligible for selection, to be considered qualified for selection.

4. PME Criteria. To be qualified for promotion, Marines must meet PME requirements as outlined for each grade. All enlisted Marines are encouraged to attend the resident PME course for their professional growth and to make them more competitive for promotion.

5. PME Waivers. Enlisted Marines seeking to attend EPME programs more than one grade above their current grade or OPME programs must submit a request for waiver. Waiver request should contain the following.

a. Officer PME Waivers

(1) Name, Rank, and Last 4 numbers of SSN.

(2) Recommendation/Justification for waiver.

(3) Include BIR and BTR.

(4) Include commander's endorsement.

(5) Mailed to:
Director
College of Continuing Education
Attn: Registrar
2079 Barnett Avenue
Quantico, VA 22134-5118

b. Enlisted PME Waivers

(1) Name, Rank, and Last 4 numbers of SSN.

(2) Recommendation/Justification for waiver.

(3) Include BIR and BTR.

(4) Include commander's endorsement.

(5) Mailed to:
Deputy Director
Enlisted PME Branch
Marine Corps University
2076 South Street
Quantico, VA 22134-5076

6. Requirements by Grade. PME requirements have been built in a building-block progression to provide each Marine with the requisite skills and knowledge to be successful at the next higher grade. Marines of all grades will participate in the professional self-study program to include the Marine Corps Professional Reading Program. For sergeants through gunnery sergeants, completion of appropriate DEP is required to be qualified for promotion to the next grade. All DEP are products of MCI unless otherwise stated. The EPME Program is codified in this Order and reference (g). Figure 2-1 depicts the different options available by grade to complete PME. Figure 2-2 depicts recommendations for Marines, by grade, to further their PME.

7. Military Occupational Specialty (MOS) Roadmaps. Individual MOS Roadmaps identify MCIs and other training and education opportunities that improve the knowledge and skills of individual Marines, but they are not required for promotion as part of the formal EPME program. MOS Roadmaps emphasize what every Marine must do to achieve a high level of MOS proficiency and provide numerous recommendations for further enhancement training. MOS roadmaps can be found at http://www.tecom.usmc.mil/g3/roadmap.php.

8. PME Equivalencies. Due to the limited number of class seats and the inability of some Marines to attend the resident courses, equivalency for the SNCOA Sergeants Course and Career Course may be granted to graduates of specific MOS courses who have also completed the appropriate nonresident course.

a. Sergeants Course Equivalencies

Infantry Squad Leader Course (Course ID: M03M3X4)
Infantry Machinegun Leader Course (Course ID: M03H6A4)
Infantry Mortar Leader Course (Course ID: M03H5H4)
Infantry Assaultman Leader Course (Course ID: M03IAML)
Infantry Tank Missileman Leader Course (Course ID: M03IATL)

b. Career Course Equivalencies

Infantry Unit Leader Course (Course ID: M03H5K4)

c. Crediting Equivalencies. Commanders should enter the appropriate PME equivalency code in MCTFS only for Marines who have completed **both** the nonresident PME course and one of the accepted equivalent MOS courses. Marines who have not completed the distance PME course prior to attending one of the designated resident MOS schools will not be granted the equivalency until they have completed the respective distance PME course.

(1) Sergeants Course Equivalency Completion Code: L87.

(2) Career Course Equivalency Completion Code: L86

Grade	PME Level	Education Programs	
SgtMaj, MGySgt	Senior Executive	• Regional Symposia	
1stSgt, MSgt	Senior Level	First Sergeants: • First Sergeant Course • Regional Seminar	Master Sergeants: • Regional Seminar
GySgt	Intermediate	• Nonresident • Resident Advanced Course	
SSgt		• Career Course Nonresident	
Sgt	Primary	• Sgt Course Nonresident	
Cpl		• None	
LCpl	Introductory	• "Leading Marines" MCI	
Pvt, Pfc		• None	

Figure 2-1.-- Enlisted PME Requirements

Grade	PME Level	Education Programs	
SgtMaj, MGySgt	Senior Executive	Attend the Keystone Course	Professional Self Study/Professional Reading Program
1stSgt, MSgt	Senior Level	Online Joint Knowledge Development and Distribution Capability Course	
GySgt	Intermediate	None	
SSgt		SNCOA Career Course or Infantry Unit Leader Course	
Sgt	Primary	Attend one of the following: • SNCOA Sergeants Course • Infantry Machine Gun Leader Course • Infantry Assaultman Leader Course • Infantry Squad Leader Course • Infantry Mortar Leader Course • Infantry Tank Missileman Leader Course	
Cpl		• Attend Command Sponsored Cpls Course • Senior Cpls should enroll in the SGTDEP (8010)	
Pvt, Pfc, LCpl	Introductory	Display self improvement through MOS Focus	

Figure 2-2.-- Enlisted PME Recommendations

Introductory Level PME
Pvt, PFC, LCpl

1. Lance Corporal PME. "Leading Marines" is a distance education course, offered through MCI, that is the result of merging a significantly changed "Fundamentals of Marine Corps Leadership" MCI with the "Counseling for Marines" MCI and the requirements determined by the operating forces. It is designed to connect Marines with education & training while exposing them to leadership and mentoring from an operational and training perspective to prepare them for their role as future leaders within the enlisted rank structure.

2. PME Requirement

a. Private and private first class: There are no formal PME requirements for the grades of private and private first class.

b. Lance corporal: To be qualified for promotion to corporal, lance corporals must complete the "Leading Marines" MCI (0037).

3. PME Recommendations. Participate in the Marine Corps Professional Reading Program. Participate in a professional self-study program.

Primary Level PME
Cpl

1. Corporal PME. The Command Sponsored Corporals Course (CSCC) is focused on providing the skills necessary to lead Marines, and is designed to provide the warfighting skills, core values and mindset necessary for effective leadership of a team and subordinate Marines. Upon completion, corporals will have the skills necessary to: clearly articulate one's thoughts in both oral and written communication; understand the standards of leadership traits, principles, and fundamentals; understand the noncommissioned officer (NCO) mindset of "doing instead of knowing;" execute and apply tactical measures at the team level; conduct training for Marines in the MCCS Program and MOS training; understand Operational Risk Management and apply risk management principles; understand career progression; and conduct personal/personnel management for the team.

2. PME Requirement. None.

3. PME Recommendations

a. Although there is no formal PME requirement for corporals, corporals can display the desire to seek self-improvement though the completion of the CSCC prior to promotion to sergeant.

b. Senior corporals should enroll in the SGTDEP.

c. Participate in the Marine Corps Professional Reading Program.

d. Participate in a professional self-study program.

Primary Level PME
Sgt

1. Sergeant PME. At this level, PME consists of a building block approach; each course builds on the previous course with minimal overlap. The DEPs are designed as a PME perquisite to attend the resident Academies. Sergeants are required to complete the SGTDEP (nonresident) course. The SGTDEP is a prerequisite for the SNCOA Sergeants Course (SNCOASC), meaning it must be completed prior to attending the SNCOASC. The nonresident and resident courses are focused on providing the skills necessary for sergeants to plan and conduct training for their Marines and are designed to provide the warfighting skills, core values and mindset necessary for effective leadership of a squad size unit and subordinate leaders. Upon completion, sergeants will have the skills necessary to clearly articulate thoughts in both oral and written communication; lead Marines through effective leadership; implement tactical measures at the squad/platoon level; understand basic national military capabilities; conduct training with the MCCS Program; and understand career progression.

2. PME Requirement. Complete the SGTDEP.

3. PME Recommendations

a. Attend the SNCOASC.

b. Enroll in the next level (SNCOCDEP) when all in-grade nonresident and resident PME is complete.

c. Attend the SNCOA Career Course (SNCOACC) as a staff sergeant select if the prerequisite SNCOCDEP has been completed.

d. Participate in the Marine Corps Professional Reading Program.

e. Participate in a professional self-study program.

Intermediate Level PME
SSgt

1. Staff Sergeant PME. Staff sergeants are required to complete the SNCOCDEP (nonresident) course. The SNCOCDEP is a prerequisite for the SNCOACC meaning it must be completed prior to attending the SNCOACC. The SNCOCDEP/SNCOACC courses are focused on providing the skills necessary for the staff sergeant to act as a "problem solver" and are designed to supply the skills necessary to provide leadership at the platoon level, influence company grade officers, lead and develop subordinate leaders in warfighting, core values, and preserve time-honored traditions. Upon completion, staff sergeants will have the skills necessary to clearly articulate thoughts in both oral and written communication; understand and model the mindset of a SNCO; develop and mentor character based leadership in NCOs (foster ethical leadership); advise the commander/officer in charge (OIC) on operational requirements; understand the joint environment; assist the unit commander in obtaining training goals, and effectively manage personnel and assets.

2. PME Requirement. Complete the SNCOCDEP.

3. PME Recommendations

a. Attend the SNCOACC.

b. Enroll in the SNCOADEP when all in-grade PME is complete.

c. Attend the SNCOA Advanced Course (SNCOAAC) as a gunnery sergeant select if the prerequisite SNCOADEP has been completed.

d. Participate in the Marine Corps Professional Reading Program.

e. Participate in a professional self-study program.

Intermediate Level PME
GySgt

1. Gunnery Sergeant PME. Gunnery sergeants, regardless of future selection, are required to complete the SNCOADEP (nonresident) and attend and complete the SNCOAAC (resident). The SNCOADEP is a prerequisite for the SNCOAAC, meaning it must be completed prior to attending the SNCOAAC. The SNCOADEP and the SNCOACC are focused on providing the skills necessary for the gunnery sergeant to act as a "decision maker" and are designed to provide the skills necessary for senior leadership in a company level organization independently supervise processes and procedures, influence officers, and function in an operations center. Upon completion, gunnery sergeants will have the skills necessary to clearly articulate thoughts in both oral and written communication; influence command climate; be prepared to act as the senior enlisted advisor; understand the unit training management process and provide the commander input; understand MAGTF operations; understand basic unit deployment concepts, requirements, and methodology; and develop courses of action based on planning guidance.

2. PME Requirement

a. Complete SNCOADEP.

b. Gunnery sergeants desiring promotion to first sergeant or master sergeant must complete the resident SNCO Advanced Program.

3. PME Recommendations

a. Participate in the Marine Corps Professional Reading Program.

b. Participate in a professional self-study program.

Senior Level PME
1stSgt/MSgt

1. First Sergeant Course. This course prepares recently promoted first sergeants or gunnery sergeants selected for first sergeant for the leadership and administrative challenges a first sergeant faces and facilitates transition to the 8999 MOS. This course provides basic instruction on the duties and responsibilities of a first sergeant, regardless of the Marine's unit. Understanding these duties and responsibilities augments a first sergeant's ability to advise, counsel, and interact with the unit's commander, officers, SNCOs, and enlisted Marines to accomplish the unit's mission. This course does not preclude a first sergeant from attending the First Sergeant/Master Sergeant Regional Seminar.

2. First Sergeant/Master Sergeant Regional Seminar. Each regional SNCO Academy conducts an annual First Sergeant/Master Sergeant Regional Seminar. Marines should attend at least one of these seminars during their time in grade as a first sergeant/master sergeant; however, attendance is not a prerequisite for promotion to sergeant major/master gunnery sergeant. The President, MCU and Director, Enlisted PME, in coordination with the regional SNCO Academy Directors and the Sergeant Major of the Marine Corps, develop the agenda items for these seminars. After regional seminars have been completed, commanders are encouraged to sponsor local SNCO seminars as a means to disseminate the information from the regional seminars.

3. PME Requirements

a. First Sergeants. Attend the resident First Sergeant Course unless completed as a first sergeant select. Attend First Sergeant/Master Sergeant Regional Seminar within the first two years in grade.

b. Master Sergeants. Attend a First Sergeant/Master Sergeant Regional Seminar within the first two years in grade.

4. PME Recommendations

a. Complete the online Joint Knowledge Development and Distribution Capability Course via the internet at http://www.jkddcjmo.org/

b. Participate in the Marine Corps Professional Reading Program.

c. Participate in a professional self-study program.

Senior/Executive Level PME
SgtMaj/MGySgt

1. Sergeant Major/Master Gunnery Sergeant Symposium. The MCU at Quantico hosts an annual symposium for sergeants major/master gunnery sergeants. Marines are required to attend at least one of these symposia during their time in grade as sergeants major/master gunnery sergeants. The CMC and the Sergeant Major of the Marine Corps, in coordination with the President, MCU and the Director, Enlisted PME, develop the agenda items for this symposium.

2. PME Requirements. While there are no formal PME requirements for sergeants major and master gunnery sergeants, participation in the following symposia facilitate their contribution to the Service and may make them more competitive for billets of greater responsibility.

a. Attend Sergeant Major/Master Gunnery Sergeant Symposium.

b. As designated by CMC.

3. PME Recommendations

a. Attend the Keystone Course (attendees designated by the Sergeant Major of the Marine Corps).

b. Participate in the Marine Corps Professional Reading Program.

c. Participate in a professional self-study program.

PME POINTS OF CONTACT

MARINE CORPS

Headquarters Marine Corps

Officer Assignments	Headquarters, U.S. Marine Corps Manpower & Reserve Affairs (MMOA-3) 3280 Russell Rd Quantico, VA 22134-5103 Telephone: Comm (703)784-9284 DSN 278-9284
Senior Leader Management Branch	(MMSL) Manpower & Reserve Affairs 3280 Russell Rd Quantico, VA 22134-5103 Telephone: Comm (703)784-9231 DSN 278-9231
NROTC Programs	Commanding General Marine Corps Recruiting Command (ON-E) 3280 Russell Rd Quantico, VA 22134-5103 Telephone: Comm (703)784-9446/47 DSN 278-9446/47
Enlisted Assignments	Headquarters, U.S. Marine Corps Manpower & Reserve Affairs (MMEA) 3208 Russell Rd Quantico, VA 22134-5103 Telephone: Comm (703)784-9217/18 DSN 278-9217/18

Marine Corps Combat Development Command

CG, Marine Corps Combat Development Command	CG MCCDC (C06) 3300 Russell Rd Quantico, VA 22134-5001 Telephone: Comm (703) 784-2665/6 DSN 278-2665/6

CG, Training and Education Command	CG TECOM (C46) 1019 Elliot Road Quantico, VA 22134-5001 Telephone: Comm (703) 784-3731 DSN 278-3731
CG, Education Command	CG EDCOM (C40) 2076 South Street Quantico, VA 22134-5076 Telephone: Comm (703) 784-2105 DSN 278-2105
College of Continuing Education	Director, CCE (C 40 CCE) Daly Hall 2079 Barnett Avenue Quantico, VA 22134-5118 Telephone: Comm (703) 784-6041 DSN 278-6041

Marine Corps Institute

Distance Learning Technology Department	Director, Marine Corps Institute DLT Department Washington Navy Yard 912 Poor Street, S.E. Washington, DC 20391-5680 Telephone: Comm (202) 685-7515 DSN 325-7515
Student Support Services Department	Director, Marine Corps Institute Student Service Division Washington Navy Yard 912 Charles Street, S.E. Washington, DC 20391-5680 Telephone: Comm (202) 685-7622 DSN 325-7622 1-800-MCI-USMC
Operations Officer	Director, Marine Corps Institute Operations Washington Navy Yard 912 Poor Street, S.E. Washington, DC 20391-5680 Telephone: Comm (202) 685-7620 DSN 325-7478

Marine Corps University

President, Marine Corps University	President, MCU (C40) 2076 South Street Quantico, VA 22134-5076 Telephone: Comm (703)784-2105 DSN 278-2105
PME Policy & Operations	President, MCU (C 40 OP) 2076 South Street Quantico, VA 22134-5076 Telephone: Comm (703)784-2336/9781 DSN 278-2336/9781
Marine Corps War College	Director, MCWAR (C 401) 2076 South Street, Suite 2 Quantico, VA 22134-5067 Telephone: Comm (703) 784-4081/4082 DSN 278-4081/4082
Command and Staff College	Director, CSC (C 402) 2076 South Street Quantico, VA 22134-5067 Telephone: Comm (703) 784-3330/2765 DSN 278-3330/2765
Enlisted PME	Director, EPME 2076 South Street (C40) Quantico, VA 22134-5076 Telephone: Comm (703) 784-3515 DSN 278-3515
Enlisted PME Curriculum Branch	EPME Curriculum 2076 South Street Quantico, VA 22134 Telephone: Comm (703)784-4018 DSN 278-4018
Expeditionary Warfare School	Director, EWS (C 403) 2077 Geiger Rd Quantico, VA 22134-5038 Telephone: Comm (703) 784-2536 DSN 278-2536

Staff NCO Academy Quantico	Director, SNCOA (C407) 3078 Upshur Ave Quantico, VA 22134-7250 Telephone: Comm (703) 784-5793 DSN 278-5793
Staff NCO Academy Camp Lejeune	Director, SNCOA (G520) PSC Box 20161 MCB Camp Lejeune, NC 28542-0161 Telephone: Comm (910) 449-0507 DSN 752-0507
Staff NCO Academy Camp Pendleton	Director, SNCOA Box 555104 Bldg 524103 Camp Pendleton, CA 92055-5104 Telephone: Comm (760) 763-0213 DSN 361-0213
Staff NCO Academy Okinawa	Director, SNCOA MCB Camp Butler, Okinawa FPO AP 96373-5001 Telephone: DSN 623-4970/4665
Staff NCO Academy 29 Palms	Director, SNCOA Box 788200 MCAAGCC 29 Palms, CA 92278 Telephone: Comm (760) 368-6222 DSN 230-6222
Staff NCO Academy Kaneohe Bay	Director, SNCOA Box 63062 MCB Kaneohe Bay, HI 96863-3062 Telephone: Comm (808) 257-3109 DSN 457-3109

Marine Corps Association

Marine Corps Association
(Attn: Bookstore)
PO BOX 1775
Quantico, VA 22134
Telephone: Comm (703) 640-6161/2
DSN 278-2854
Toll Free: 1-800-237-7683

OTHER INTERMEDIATE LEVEL OFFICER PME

Resident Programs

Air Command and Staff College
Air University
Maxwell AFB
Montgomery, AL 36112
Commercial: (334) 953-2383
DSN 493-2383

College of Naval Command and Staff
Naval War College (Code 4)
686 Cushing Road
Newport, RI 02841
Commercial: (401) 841-3373
DSN 984-3373

Army Command and General Staff College
U.S. Army Command and General Staff College
Attn: AT22-OWO-CA
Fort Leavenworth, KS 66027-6900
Commercial: (913) 684-2028
DSN 552-2028

Distance Education Programs

Air Command and Staff College Associate Programs
ACSC/DTD 225 Chennault Circle
Chief of Operations
Maxwell AFB, AL 36112-6426
Commercial: (334) 953-7901/2/3
DSN 493-7031

U.S. Army Command and General Staff Corresponding Studies Program
Commandant, U.S. Army Command and General Staff College
Attn: ATZL-SWE-R
1 Reynolds Street
Fort Leavenworth, KS 66027-6940
Commercial: (913) 684-5407
DSN 552-5407

Naval War College Nonresident Program
College of Continuing Education (1G)
Naval War College
686 Cushing Road
Newport, RI 02841-1207
Commercial: (401) 841-2135
DSN 984-3898

OTHER SENIOR LEVEL OFFICER PME

Resident Programs

Air War College
Air University (0C)
Maxwell AFB
Montgomery, AL 36112
Commercial: (334) 953-7288
DSN 875-7288

Army War College
Carlisle Barracks
Carlisle, PA 17013-5050
Commercial: (717) 245-3421
DSN 242-3421

College of Naval Warfare
Naval War College (Code 4)
686 Cushing Road
Newport, RI 02841-1207
Commercial: (401) 841-3373
DSN 948-3373

Industrial College of the Armed Forces (National Defense University)
Ft Leslie J. McNair (ICAF-C)
408 4th Avenue
Building 59
Washington, DC 20319
Commercial: (202) 685-4278
DSN 325-4278

Joint Advanced Warfighting School - Armed Forces Staff College (National Defense University)
7800 Hampton Boulevard
Norfolk, VA 23511-6097
Commercial: (757) 444-5302/3
DSN 564-5302/3

National War College (National Defense University)
Ft Leslie J. McNair
4th and P Streets SW
Washington, DC 20319
Commercial: (202) 685-4343
DSN 325-1776

Distance Education Programs

Air War College Associate Studies Program
Air War College/AP
Maxwell AFB
Montgomery, AL 36112-4422
Commercial: (334) 953-7755
DSN 493-6093

Army War College Corresponding Studies Program
Commandant
U.S. Army War College, AWCAE (DCS)
Carlisle Barracks
Carlisle, PA 17013-5050
Commercial: (717) 245-3421
DSN 242-3421

RESERVE EDUCATION OPPORTUNITIES

Contact CMC (RAM-4), DSN 224-2559 or TECOM (C463), DSN 278-3070, for current information on course content, assignment criteria and application instructions for all programs.

GLOSSARY

ABBREVIATIONS AND ACRONYMS

ACRONYM/LONG TITLE	ABBREVIATION
Amphibious Warfare School DEP	AWSDEP
Army Captains Career Course	ACCC
Brigadier General Select Orientation Course	BGSOC
Combined Force Air Component Commander	CFACC
Chairman of the Joint Chiefs of Staff	CJCS
Career Level School	CLS
College of Continuing Education	CCE
Command and Staff College	CSC
Command and Staff College DEP	CSCDEP
Command Sponsored Corporal's Course	CSCC
Commandant of the Marine Corps	CMC
Distance Education Program	DEP
Department of Defense	DOD
Executive Business Course	EBC
Expeditionary Warfare School	EWS
EWS Distance Education Program	EWSDEP
Foreign Area Officer	FAO
Funded Law Education Program	FLEP
General Officer Symposium	GOS

ACRONYM/LONG TITLE	ABBREVIATION
General Officer Warfighting Program	GOWP
Individual Mobilization Augmentee	IMA
Individual Ready Reserve	IRR
Industrial College of the Armed Forces	ICAF
Intermediate Level School/College	ILS/ILC
Joint Advanced Warfighting School	JAWS
Joint Chiefs of Staff	JCS
Joint Force Air Component Commander	JFACC
Joint Force Land Component Commander	JFLCC
Joint Flag Officer Warfighting Course	JFOWC
Joint Forces Staff College	JFSC
Joint Officer Management	JOM
Joint Professional Military Education	JPME
Joint Specialty Officer	JSO
Marine Air Ground Task Force	MAGTF
Marine Corps Common Skills	MCCS
Marine Corps War College	MCWAR
Marine Corps Combat Development Command	MCCDC
Marine Corps Institute	MCI
Marine Corps School of Advanced Warfighting	SAW
Marine Corps University	MCU
Military Occupational Specialty	MOS

ACRONYM/LONG TITLE	ABBREVIATION
National Defense University	NDU
National War College	NWC
Noncommissioned Officer	NCO
Professional Military Education	PME
Regional Area Officer	RAO
Senior Information Warfare Applications Course	SIWAC
Selected Marine Corps Reserve	SMCR
Senior Level School/College	SLS/SLC
Sergeant's Distance Education Program	SGTDEP
Special Education Program	SEP
Staff Noncommissioned Officer	SNCO
Staff Noncommissioned Officer Academy	SNCOA
SNCO Academy Advanced Course	SNCOAAC
SNCO Academy Career Course	SNCOACC
SNCO Academy Sergeant's Course	SNCOASC
SNCO Academy Advanced DEP	SNCOADEP
SNCO Career Distance Education Program	SNCOCDEP
Training and Education Command	TECOM