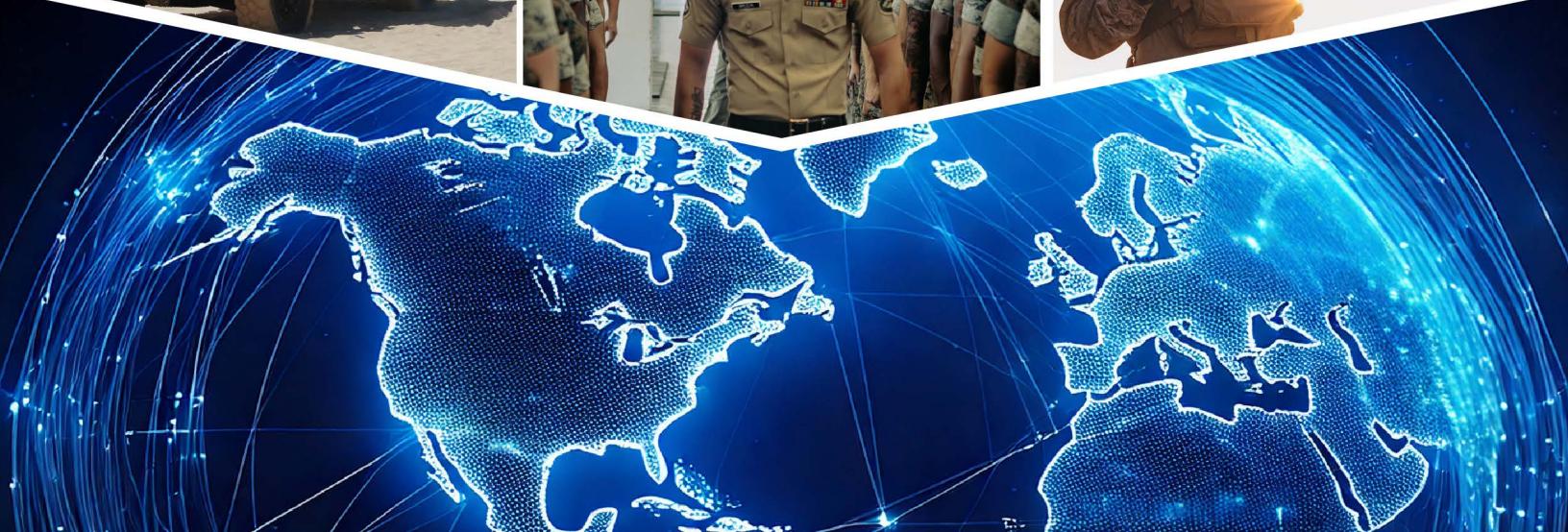
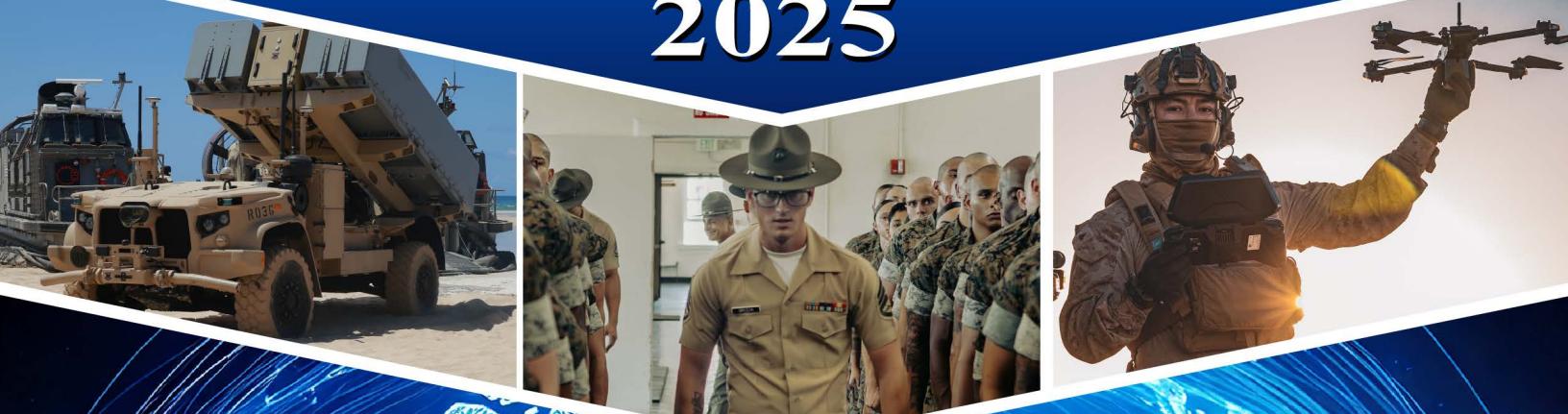


Training & Education Command CAMPAIGN PLAN 2025



I. ORIENTATION

a. We prepare our Marines for combat with an eye on many threats around the globe but pacing against a peer-level adversary. In this endeavor, we are inspired by our history but increasingly informed by the evolving character of war and the lessons of contemporary conflict in places like Ukraine and the Middle East. As a Corps, we remain grounded in Marine Air-Ground Task Force (MAGTF) combined arms and the warfighting principles codified in the timeless Marine Corps Doctrinal Publication – 1, WARFIGHTING, while we simultaneously expand our force offerings, training, and tactics, techniques, and procedures (TTPs) to support joint operations with a bias towards combat in the maritime littorals. The rapid proliferation of ubiquitous surveillance and long-range fires, the challenges of contested logistics and denied and degraded command and control, and the maturation of artificial intelligence (AI) and machine learning (ML) all increase complexity, fluidity, and uncertainty on the modern all-domain battlefield. Unmanned aircraft systems (UAS) and loitering munitions are plentiful, readily available, and foreshadow an era in which we will no longer fight with consistent air superiority. As the Marine Corps is in perhaps the most difficult phase of Force Design—implementation—Training and Education Command (TECOM) must rapidly develop and employ solutions to transform training and education (T&E) to keep pace in meeting new demands and increasing the lethality of the Fleet Marine Force (FMF), in the context of the Joint Force, as we learn and field new capabilities.

b. The key organizational challenges we must overcome for this transformation include aging range and training area infrastructure in need of modernization; a growing need for facilities capable of meeting higher classification requirements; and expanding demand for rapid integration of and training on increasingly more sophisticated warfighting systems and rapidly evolving software within our formal schools. Compounding these challenges is the current resourcing reality of protracted fiscal and workforce uncertainty. We will meet these challenges head-on as a team—balancing our priorities and resources to sustain

our core mission areas while maximizing return on our investment in targeted modernization—and we will succeed.

c. Training and Education 2030 (TE 2030) and the subsequent TE 2030 Annual Report initially defined our vision and approach for modernizing T&E, to include three projects—Tripoli (Main Effort), Triumph, and Trident. While these three projects will continue to be important tools through which TECOM drives action within their specific focus areas, this campaign plan provides direction for broader modernization of the T&E enterprise over an eight-year period—Fiscal Years (FY) 2025-32, aligned to the Program Objective Memorandum (POM) fiscal planning horizon for POM 26-28. That said, FY-32 is not an end point—evolution and modernization are continuous and must be—but is a manageable planning and execution horizon in which TECOM will explore, plan, and implement tangible solutions to modernize and close existing gaps with a focus on increasing lethality and enabling readiness. This campaign plan will be complemented by focused fragmentary orders from TECOM Headquarters (HQ), as well as supporting plans developed by TECOM's major subordinate commands (MSCs), all of which will establish achievable intermediate objectives along a continuous path toward our goals.

2. SITUATION

a. General. Lasting institutional change can only be realized when new concepts and capabilities are fully ingrained throughout the T&E enterprise. TECOM must continue to adapt our institutions and processes to support Marine Corps modernization, while instilling a maneuver warfare mindset in our Marines and ruthlessly upholding the immutable standards that make disciplined and combat-effective Marines and MAGTF formations.

b. Roles and position of TECOM. As the leader of the Marine Corps' T&E enterprise, TECOM is responsible directly to the Commandant and empowered to drive positive change across the

spectrum of T&E functions. CG, TECOM also performs the duties of a Deputy Commandant (DC), although not yet so designated, responsible for leading T&E engagement for HQMC across the Service, Naval and Joint Force, the Office of the Secretary of Defense, and Congress. The scope of TECOM's responsibilities for T&E is unique among the military services in that no other service consolidates these responsibilities under one organization performing both command and service headquarters primary staff functions. This results in an unparalleled ability to shape the T&E enterprise.

3. MISSION

TECOM prepares Marines and MAGTFs at all echelons to fight and win on a rapidly changing battlefield as part of a joint force through innovative, standards-based training and education in order to ensure we prevail in combat.

4. EXECUTION

a. Commander's Intent

(1) Purpose. Establish goals and set priorities for execution in FY25-32.

(2) Method. Leveraging TECOM's position as leader of the Marine Corps' T&E enterprise and our talent throughout the command, we will maintain a culture of excellence as we explore, plan, and implement solutions to modernize and close existing gaps in the T&E continuum. The following core tenets underpin everything we do in TECOM and guide our day-to-day actions across the breadth and depth of the command:

STANDARDS-BASED – We establish, adhere to, and enforce clearly defined objective standards that are the hallmark of our command and uphold the integrity of our Corps. We do not have standards for the sake of standards; they are

essential to mentally and physically preparing Marines for the rigors of combat.

THREAT-INFORMED – We adapt our T&E to evolving threats so that it remains relevant and effective in preparing Marines to fight and win on the battlefield.

BUILDING CHARACTER – We continuously challenge ourselves and the Marines we train and educate, building responsible, resilient, and morally sound leaders who derive inner strength from higher purpose.

INSTILLING DISCIPLINE – We practice discipline as a way of life; we instill discipline in Marines to ensure the mental and physical toughness required to persist and prevail in combat. By consistently choosing discipline over personal comfort, we inculcate habits of thought and action that will sustain us in combat when we are tired, hungry, and scared—when discipline matters most.

(a) Center of Gravity (COG). The Corps' COG is its Marines—the most critical element upon which success in battle depends. TECOM's COG is its cadres of highly skilled instructors and facilitators who prepare Marines and units to fight and win. Growing and sustaining this talent is imperative because success in combat depends on rigorous and relevant standards-based T&E that is made possible by the individuals and teams training and teaching our Marines and units at every echelon. These dedicated leaders ensure we ruthlessly adhere to standards and sustain the transformation from civilian to Marine.

(3) Endstate. TECOM is a future-focused, data-driven learning organization that sustains a culture of excellence across the T&E enterprise, adapts T&E at pace with the rapidly evolving character of war, inculcates a maneuver warfare mentality, and upholds the immutable standards that make disciplined and combat effective Marines and

MAGTF formations. We build men and women of character who are the professional MAGTF warfighters that our Corps needs to fight and win in austere maritime expeditionary environments.

b. Concept of Operations. This campaign plan applies an operational approach comprised of four lines of effort (LOEs). These LOEs include sub-LOEs and tasks to be executed by the TECOM HQ and / or MSCs. Tasks are included in Annex B; they vary in scope and specificity and will be refined and / or accompanied by additional tasks as detailed planning is conducted. An office / organization of primary responsibility (OPR) is identified for each task, followed by assisting office(s) / organization(s) as appropriate. Staff synchronization, task status, and resource requests will be managed by TECOM G-3.

(1) LOE 1: Making Marines

(a) Earning the Title

1. Recruit training and Officer Candidates School (OCS) are rites of passage that effect a fundamental personal transformation and initiate graduating recruits and candidates into a lifelong brotherhood of warfighters known as United States Marines. Our Drill Instructors and Sergeant Instructors are experts in this transformation process, modeling professionalism, strength, and confidence as well as our culture and core values as they teach, coach, and mentor recruits and candidates along their journey to becoming



Marines. While the foundational methodology of recruit training and OCS is proven and enduring, our Recruit Depots and OCS are learning, not stagnant, organizations that continuously adapt training to the evolving character of warfare and adopt validated new learning tools and techniques into their programs of instruction (POI).

(b) Setting the Foundation – Entry Level Training

1. Sustaining the transformation begins within the entry level training (ELT) pipeline. It is there where the fundamental transformation that occurred in recruit training and OCS is solidified, reinforced, and cemented into a Marine's character. Sustainment requires cohesion throughout initial training, from recruit training and OCS, through Marine Combat Training (MCT) and The Basic School (TBS), and through Military Occupational Specialty (MOS) school. Consistent messaging, quality of instruction, adherence to standards, and personal accountability must be maintained at the level of excellence to which recruits and officer candidates were initially introduced.

2. ELT must produce “fleet ready” entry-level Marines who are technically and tactically proficient and cognitively agile active learners, delivered to the force at optimal tempo to sustain operational readiness. This not only requires high-quality, relevant, and outcome-based instruction, but also effective management of the ELT continuum, from recruit training and OCS through delivery of Marines to their first assignments in the fleet. In addition to implementing Project Triumph initiatives such as asynchronous training to condense time to train (T2T), we must reduce time wasted between formal schools—Marines awaiting training (MAT)—that extends the amount of time Marines spend in the ELT pipeline. TECOM’s initial focus is to develop actionable solutions that can be immediately implemented without additional resources, which will result in increased throughput at selected courses. Current efforts have already resulted in the reduction of T2T at the Infantry Marine Course from 14 weeks to 12 weeks, and initial analysis of the on-the-job training (OJT)



pilot program indicates future iterations of the program are likely to reduce T2T across multiple MOS populations beginning in FY26.

instructor talent. To grow this talent, TECOM has established a top-tier instructor development program—the Marine Corps Center for Learning and Faculty Development (MCCLFD)—to produce instructors who are adept at employing proven adult learning theories through enabling technologies to enhance Marines’ development across the T&E continuum. To support and track progression of instructor skills and experience, TECOM designed a new developmental career ladder to include a **FACILITATING LEARNING EXPERIENCES COURSE** for entry-level instructors and a **DESIGNING LEARNING EXPERIENCES COURSE** for curriculum developers. A progressive roadmap is in design for instructors consisting of Entry, Journey, and Master levels. These and related efforts in progress are the building blocks for developing professional instructors.

(c) Professionalism and Culture

1. Our Marine Corps culture is defined by our core values of honor, courage, and commitment, reinforcing a warrior ethos focused on combat readiness, discipline, and a strong sense of teamwork and tradition. Marines are widely respected as warfighting professionals—highly skilled in our craft and always ready to rapidly deploy, fight, and win in austere maritime environments. Maintaining our culture and preserving our well-earned reputation are foundational to TECOM’s mission. Our instructors—from the drill field to Marine Combat Training (MCT), to our MOS schools, MAGTF Training Command (MAGTF-TC), and Marine Corps University—are the vanguard of instilling and sustaining our culture of excellence within the thousands of Marines they mentor, teach, and develop each year. **Instructors are our Center of Gravity.**

2. By understanding the aptitudes, skills, experiences, and interests that are inherent to highly effective instructors, the Marine Corps will make better choices in selecting talented individuals across the force to serve in this capacity. TECOM is working with Manpower and Reserve Affairs (M&RA) on both identifying and incentivizing development and retention of

(d) Total Learning Architecture – Project Triumph

1. The goal of Project Triumph is to deliver to the Marine Corps proficient and professional Marines who are cognitively agile problem solvers capable of making consequential decisions in an uncertain environment. To achieve this, we focus on creating outcomes-based, learner-centric T&E environments that include the use of asynchronous training and phased progression, leveraging the latest technologies and methodologies to support active learning. We will ensure that policy, instructor professionalization, and learning technology are effectively integrated to modernize and improve learning experiences in formal schools and Professional Military Education (PME) settings. These measures will prepare Marines faster and better to meet the challenges of a complex and rapidly evolving operating environment.

2. Project Triumph includes a plan for an interoperable, enterprise-level architecture that supports and tracks learning across a Marine’s career. This capability will enable more rigorous assessments and links directly to the Marine Corps’ unit readiness, personnel, and talent management systems. TECOM is modernizing T&E

data management systems to enable improved inter-organizational processes, metrics, and data sharing; this is having a productive effect on readiness and the Marine Corps' holistic ability to reinforce positive and diagnose and resolve negative T&E trends. TECOM has expanded its eLearning Ecosystem to make learning more accessible and tailorabile to students, instructors, and faculty. This Ecosystem, the backbone of which is MarineNet, is a multi-media online environment providing 24/7 access to self-paced and instructor-led courses, assessments and surveys, virtual learning environments, user-generated videos and material, and social communities.

(2) LOE 2: Enhancing Lethality

(a) Intermediate and Advanced Training

1. To ensure Marines are prepared for the complex future operating environment, TECOM is committed to enhancing training that extends well beyond the entry-level. Intermediate and advanced training represent critical phases in a Marine's development, where foundational warfighting skills are refined into occupational expertise in increasingly complex scenarios. TECOM is advancing curricula across the enterprise, including updates to POIs across Training Command's (TRNGCMD's) formal learning centers and MAGTF-TC. Marine Corps Intelligence Schools (MCIS), the Marine Corps Communications-Electronics School (MCCES), and Marine Detachment (MARDET) Fort Sill are adapting instruction to keep pace with a rapidly evolving threat landscape, integrating multi-domain capabilities into progressively challenging scenarios. The School of Infantry's (SOI's) small UAS (sUAS) curriculum, Marine Aviation Weapons and Tactics Squadron One's (MAWTS-1's) Weapons and Tactics Instructor (WTI) courses, and the Advanced Expeditionary Logistics Operations Course at Marine Corps Logistics Operations Group (MCLOG) provide cutting-edge instruction that evolves alongside emerging concepts and refined TTPs to ensure Marines return to the FMF

equipped with the skills to enhance the lethality of their formations.

2. TECOM supports continued warfighting development through advanced training venues and capabilities that reinforce MOS proficiency and challenge Marines to operate across the full spectrum of military operations. We must ensure that our MAGTF Integrated System Training Centers (MISTCs) provide relevant command and control (C2) training aligned with the rapid modernization and integration of Marine Corps C2 capabilities; that our Training Support Centers (TSCs) provide units technologically advanced live, virtual and constructive (LVC) capabilities and tailored training and exercise design support on demand and on location; and that our Regional Intelligence Training Centers (RITCs) and Communication Training Centers (CTCs) ensure our fleet Marines maintain currency in advancing occupational concepts and technologies. Additionally, TECOM will continue to work closely with the Expeditionary Warfare Training Groups (EWTGs) to expand and ensure the relevance of advanced training in naval expeditionary operating concepts and TTPs to prepare Marines and staffs to effectively operate as part of a maritime force. The individual and collective training that TECOM provides to Marines in the fleet is an integral part of the T&E continuum and supports career-long growth in warfighting proficiency across occupational fields.

(b) Maritime Fires – Project Trident

1. In his planning guidance, our 39th Commandant stated that “[the stand-in force (SIF)] will act as the ‘[Joint Terminal Attack Controller] JTAC of the Joint Force’ – sensing, making sense, and communicating to the...Joint Force with an ‘any sensor, any shooter’ mindset.” So, our ability to enable kill webs is a primary and indispensable contribution to the naval, joint and combined force. While historically naval fires have supported maneuver on land, now Marines will support naval maneuver and sea-denial, both as sensors and shooters, from the land—this is a new paradigm for both the Marine Corps and the Navy,

and implementation will require changes in both Services' T&E continuums.

2. Through Project Trident, TECOM is leading the Marine Corps' engagement within the fires and effects T&E community of interest that includes naval and joint partners such as the Joint Staff J-6 Fires; the Maritime Fires Executive Agent (MFEA) /U.S. Pacific Fleet; Naval Aviation Warfighting Development Center (NAWDC); Maritime Intelligence, Surveillance, and Reconnaissance (MISR) Weapons School; EWTGs Atlantic and Pacific; and the Navy Warfare Development Center (NWDC). Ensuring close integration with the Service's Campaign of Learning (CoL), and in lockstep with the Navy, we will continue to advance changes to T&E in-stride with Force Design to support the training of individuals, fires and effects coordination teams, and Combat Operations Centers (COCs) on updated kill web enabling processes, systems, and networks.

(c) Unmanned Systems Integration and Counter UAS

1. Working through the DC, Combat Development and Integration (CD&I) led cross-functional team, TECOM is determined to remove institutional barriers, expand practical opportunities, and develop the skills necessary to field and employ large numbers of unmanned and autonomous systems. This requires in-depth analysis of TECOM ranges, facilities, and processes to identify and overcome current training limitations to facilitate



rapid adoption and proficiency with unmanned systems. TECOM will aggressively facilitate training with sUAS to ensure operators are armed with the knowledge and experience required to safely and effectively operate these systems. We must build the habits of thought and action that will ensure our Marines are proficient incorporating sUAS into combined arms solutions to problems at the lowest level. At the same time, TECOM is exploring new ways to refine armed drone training, drawing from emerging lessons in contemporary conflicts and ensuring these capabilities are incorporated into both unit and service-level exercises.

2. As the threat posed by unmanned systems continues to grow, TECOM will drive efforts to ensure Marines are armed with the TTPs to counter them. This includes leveraging lessons learned and enhancing integration of existing counter-UAS capabilities across major exercises to support MAGTF operations. TECOM is also exploring emerging cost-effective technologies that can enhance training realism and improve response to threats across the electromagnetic spectrum. By modernizing training infrastructure and expanding the tools available for spectrum dominance and signature management, TECOM helps train the force to anticipate, recognize, and neutralize the evolving threats posed by enemy drones and electronic warfare on the battlefield.

3. Managing physical signatures (direct observation, imagery) through camouflage, concealment, and deception, technical signatures (radio frequency, data transmission, radiation) in



the electromagnetic spectrum, and administrative signatures (unclassified planning, coordination) through communication discipline are fundamental requirements for unit survivability and have become extremely challenging in this era of advanced technology and ubiquitous surveillance. We must be “brilliant in the basics”—light, heat, noise, movement, and communications discipline, dispersion, frequent displacement, etc.—while adapting our TTPs to counter emerging threats.

4. TECOM is deliberately identifying the gaps in current signature management training and developing solutions to provide Marines with the training environments required to build proficiency. Increases in live force instrumentation enabled by Marine Corps Tactical Instrumentation Systems (MCTIS) have allowed for real-time insertion of live units into virtual environments to generate visualization of physical signatures from virtual capabilities enabled by the Marine Common Virtual Platform (MCVP). Rather than exercise evaluators being constrained to visual observation of training units, they can now assess the physical signature of a unit conducting a Service Level Training Exercise (SLTE) by leveraging virtual electro-optical, infrared, or synthetic aperture radar collection capabilities. Through the Electromagnetic Warfare Ground Instrumented Range (EWGIR) program and partnership with the Office of Naval Research (ONR), TECOM is increasing the capability and availability of tools to generate electromagnetic spectrum environments in training and expose Marines to the realities of operating in a denied, degraded, intermittent, and limited-bandwidth (DDIL) environment.

(d) Marksmanship Campaign Plan

1. “Every Marine a rifleman” lies at the heart of our professional ethos. TECOM is optimizing its small arms marksmanship training and assessments to measure and increase the lethality of the individual Marine. The TECOM Marksmanship Campaign Plan was developed to modernize marksmanship training by introducing technological training aids that complement traditional live fire and implementing best practices for use of sustainment simulations. Conducting modern and effective marksmanship training tailored to identify and correct weaknesses and enhance the lethality of individual Marines ensures we build and sustain the ability to rapidly and accurately engage the enemy with the small arms fire that defines a Marine rifleman. We must make every round count.

(3) LOE 3: Training Units to Fight

(a) Live, Virtual and Constructive Training – Project Tripoli

1. TECOM will continue to build and improve the persistent, globally available, all domain, all echelon, live, virtual, and constructive training environment (LVC-TE) that replicates similar conditions, threats, and capabilities that Marines will encounter on future battlefields. The LVC-TE affords commanders relatively low-cost, risk-reduced live and simulated options to build proficiency and combat readiness through realistic force-on-force (FoF) training. It bridges the gap between experimentation, training, and real-world operations, enabling training that reflects the changing character of warfare while boosting combat readiness across all echelons of command.

2. The LVC-TE is a warfighting imperative for the Marine Corps. It is the only means by which Marines can immerse themselves in a realistic scenario and train like they will fight, integrating all the kinetic



and non-kinetic systems we are fielding into a combined arms solution to a dynamic and complex warfighting problem. The LVC-TE replicates exquisite, high-demand, low-density capabilities that are cost-prohibitive, hard to access, or unable to be employed in a live training environment due to geographical constraints (e.g., range and air space). The LVC-TE enables commanders to train with all capabilities they will be expected to employ on the battlefield, concealed from our adversaries.

(b) Service Level Training and Global Fleet Support

1. Our 39th Commandant's Planning Guidance states that "force-on-force training remains the gold standard to simulate the rigors of combat, and we must sustain exemplary opportunities such as our MAGTF Warfighting Exercises (MWX) that enable us to train like we fight at every echelon in all domains." SLTEs employ a mix of live-fire and FoF training focused on developing and challenging O-6 and O-5 level commanders and their staffs and exercising unit TTPs in realistic scenarios against peer-level adversaries. SLTEs provide the most realistic training environments for Marines, commanders, and their staffs, serving as both a proving ground for new technologies and concepts and a venue to build, refine, and evaluate tactical proficiency. Our SLTEs are in a continual state of design refinement and adaptation to remain relevant to contemporary conflict and evolving Service concepts. Project Tripoli directly supports this through the development of LVC systems capable of providing warfighters realistic simulations that deliver immediate feedback on lethality and survivability within a myriad of operational scenarios. By providing formations with the ability to regularly practice electromagnetic spectrum operations (EMSO) in DDIL environments, for example, TECOM will contribute to increasing units' ability to persist, survive and operate on the modern battlefield.

2. Through its Global Fleet Support Program (GFSP), MAGTF-TC deploys teams and capabilities and leverages available training venues across the Continental United States (CONUS) as well



as outside of CONUS (OCONUS) to enable force generation by supporting training units "where they live," be that at their home station or forward deployed as part of a SIF, ensuring we are prepared to meet Combatant Commanders' requirements with combat-credible and highly lethal Marine Corps forces. In support of the GFSP, TECOM will leverage existing enterprise capabilities across its MSCs and staff to train forward—e.g., Marine Littoral Regiments (MLRs) in the first and second island chains (FIC / SIC)—while mitigating risk to priority programs (e.g., traditional SLTE) to the greatest extent possible.

(c) Naval Expeditionary Warfare and Amphibious Operations

1. For nearly a hundred years, our expertise in amphibious operations has been a hallmark of the Marine Corps and remains a foundational pillar in our value proposition to the Joint Force. In addition to providing global crisis response and seabasing capability, our amphibious forces that include the Amphibious Ready Group / Marine Expeditionary Unit (ARG / MEU) are a key component of our littoral mobility in the FIC / SIC, contributing to our ability to exploit the sea as maneuver space. Changes in the character of warfare and the operating environment (e.g., adversary anti-access / area denial (A2 / AD) capability) are necessarily driving change in our approach to amphibious operations. We will continue to adapt our T&E to keep pace with emerging amphibious operating concepts (e.g., 21st Century Amphibious Operations) and new

warfighting capabilities relevant to amphibious forces.

2. The Marine Corps' MLRs are purpose-built and geographically positioned to support naval maneuver and sea-denial in the Indo-Pacific Command (INDOPACOM) Area of Responsibility (AOR). Marine formations operating in other geographic AORs will likewise be closely integrated with the Navy in seizing and holding key maritime terrain and / or contributing to sea-denial. Today's Marines have less experience than previous generations in naval operations or time deployed aboard amphibious warfare ships; many Marines struggle to "speak Navy." We must understand how the Navy fights in terms of operating concepts (Composite Warfare Commander (CWC), Distributed Maritime Operations (DMO), etc.) and capabilities (planning, C2, fires, etc.). We must build knowledge and experience in naval expeditionary warfare at all echelons of command through individual and collective (i.e., staff) training such as that provided by Carrier Strike Group Tactical Training Groups and EWTGs, as well as through PME to ensure the Nation retains combat-credible naval expeditionary forces.

(d) Joint All-Domain Combined Arms Operations

1. Our days of operating with persistent air superiority have passed. Gaining and maintaining advantage on the modern battlefield requires forces capable of exploiting opportunity and denying enemy action across all domains. Joint All-Domain C2 (JADC2) is a maturing joint concept that aims to integrate capabilities across all domains and leverage AI / ML to rapidly process data to deliver information and decision advantage to Joint Force commanders. While the vision for the Joint Force—whether Joint Task Force (JTF), Joint Force Maritime Component Commander (JFMCC), or other joint formation—is to be able to employ a wide range of all-domain capabilities, its component forces will each need to employ a mix of multi-domain capabilities at echelon in order to contribute to the joint fight. As the Marine Corps expands its multi-domain capabilities, TECOM

integrates them within the T&E continuum at the individual, collective, and unit levels to ensure we continue to deliver combat credible Marines and formations to the Joint Force.

2. TECOM is ensuring that modernization of T&E remains in lockstep with DC, Aviation's Project EAGLE, which charts the strategic vector for Marine aviation through 2040, as well as DC Information's (DC I's) development of concepts and capabilities to maintain battlespace domain awareness for the SIF during competition to enable intelligence fusion to support targeting and fires during conflict. Designated Project DYNAMIS, DC I and other partners are developing an environment and tools to enable JADC2 (e.g., the MAGTF C2 Prototype (MCP)) and decision advantage at machine speed. Both efforts are yielding capabilities essential for multi-domain kill webs by modernizing ISR, strike, and intelligence fusion platforms and systems. TECOM is delivering critical training through our formal learning centers on these concepts and systems as they are developed and fielded, and integrating them into SLTE and the LVC-TE to ensure training keeps pace with Force Design.

3. MCO 3502.15 will designate CG, TECOM as the OPR for Marine Corps participation in the Department of Defense (DoD) Joint Training, Exercise, and Evaluation Program (JTEEP) which is the Department's primary means to prepare United States forces for globally integrated joint and combined operations across the competition continuum. We will leverage the JTEEP to expand integration of Marine Corps formations and capabilities into naval, joint, and combined exercises and events in order to increase interoperability and reinforce the Marine Corps' relevance as a key enabler in naval, joint and combined operations.

(4) LOE 4: Learning and Adapting at Speed

(a) Professional Military Education

1. PME is essential to developing professional warfighters. Officer PME (OPME) must prepare Marine Corps officers to be experts in the art and science of MAGTF operations and also equip them with a thorough understanding of naval and joint warfighting concepts, organizations, and processes to prepare them to serve effectively in naval, joint, and combined operations. The Marine Corps must produce officers who understand integration of technologically advanced all-domain capabilities in a complex operating environment and have the skills to leverage them in operational decision-making. Education Command (EDCOM)



is at the forefront of our effort to deliver these joint warfighting practitioners—Joint All Domain Officers—to the Joint Force.

2. We must also modernize our enlisted education to keep pace with change. The Enlisted PME (EPME) roadmap is being streamlined to improve the quality of curricula and instruction for enlisted Marines while mitigating stress on the force by reducing the number of iterations necessary throughout a Marine's career. The development of the Staff Non-Commissioned Officer (SNCO) Leadership School and Seminar, which consolidates EPME for Staff Sergeants and Gunnery Sergeants, is on pace to reach full operational capability (FOC) in summer 2025 and is designed to better prepare our SNCOs for their critical and demanding roles leading, training, and mentoring Marines.

(b) Leveraging Data and Artificial Intelligence

1. Learning organizations adapt to change,

survive, and thrive while static organizations decline and fail. Analytical tools like AI are revolutionizing our world, and modern warfare, by enabling advanced algorithmic capabilities that autonomously mine and exploit data, driving faster and more effective decision-making. TECOM must be a data-enabled organization with a culture that embraces AI, ML, large language modeling (LLM), and like innovations in our data management and training methodologies to streamline and speed our processes, helping us gain competitive advantage. TECOM will provide full support to the DC I led Marine Corps AI Implementation Plan, helping to drive Service culture and accelerate Service learning to embrace the power of data and AI.

(c) Fusion and Assessments Framework

1. TECOM, like the Marine Corps broadly, must continuously adapt to the dynamic operational and threat environment that drives modernization. TECOM's efforts are informed by readiness reporting, lessons learned, best practices, and observations that are collected, analyzed, and archived from the FMF and supporting establishment. We conduct assessments at multiple levels to ensure alignment with Service level goals. TECOM's subordinate commands continuously evaluate internal performance and effectiveness ("down-and-in"), while TECOM Policy and Standards Division (PSD) Analysis and Assessments Branch (A&AB) conducts broader evaluations ("up-and-out") that inform resource allocation, curriculum development, gap analyses, doctrine, and exercises. Measures of Performance and Measures of Effectiveness are developed in coordination with OPRs, with A&AB providing quarterly updates to CG, TECOM. These assessments ensure TECOM's initiatives remain focused, effective, and aligned with the Commander's Intent.

2. TECOM PSD continues to lead the Trend Reversal and Reinforcement Process (TRRP), a critical mechanism for identifying, analyzing, and addressing systemic trends observed across the T&E enterprise. By capturing insights from

home station training, exercises, SLTEs, Pre-deployment Training Program (PTP) events, Marine Corps Combat Readiness Evaluations (MCCREs), and operational deployments, TECOM ensures that recurring challenges are met with targeted solutions and that effective practices are reinforced and shared. Through the publication of Warfighting Function Trends and Observations Reports, TECOM delivers timely, relevant feedback to units and stakeholders, promoting continuous learning and adaptive improvement across the force.

3. The TECOM Assessment Working Group (AWG) provides an O-6 / GS-15 level forum to address initiatives, tasks, trends, and issues for information or decision derived from the continuous assessment conducted by A&AB and led by TECOM PSD. The purpose of the AWG is to translate results of assessments, analysis, and lessons learned into action, synchronized across doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) to ensure rapid resolutions that support FMF readiness and TECOM effectiveness.

4. As the Joint Force develops operating concepts—new hypotheses and approaches to warfighting—they are wargamed, exercised, and refined until they are either discarded or validated and ready to transition to doctrine. We have been in this proof-of-concept phase for several years with Expeditionary Advanced Base Operations (EABO) and should evaluate whether it is time to transition EABO to formal doctrine. As the Marine Corps doctrine developer, TECOM will continue to coordinate closely with the Joint Staff J-7, NWDC, U.S. Army Training and Doctrine Command (TRADOC) Combined Arms Doctrine Directorate (CAAD), and other service doctrine developers as required, to ensure that Marine Corps doctrine nests within the Joint Warfighting Concept and informs joint doctrine.

(d) T&E Requirements Development and Validation - TERMS

1. To drive meaningful modernization across

the training and education enterprise, TECOM is clarifying its responsibility and authority to identify and validate T&E requirements for the Service. By refining internal processes and strengthening relationships with key stakeholders, TECOM is establishing the institutional mechanisms necessary to ensure that T&E gaps are not only visible but acted upon with purpose and urgency. Through disciplined use of tools like the Training and Education Requirements Management System (TERMS), TECOM is bringing greater transparency and prioritization to how capability shortfalls are addressed and transforming feedback from the Fleet into actionable solutions.

5. ADMINISTRATION AND LOGISTICS

Omitted.

6. COMMAND AND SIGNAL

a. Command Relationships (COMREL). Refer to Annex C

b. Knowledge Management (KM). Refer to Annex D References

CONTENTS

1. Orientation -----	1
2. Situation -----	1
3. Mission -----	2
4. Execution -----	2
(1) LOE 1: Making Marines -----	3
(2) LOE 2: Enhancing Lethality -----	5
(3) LOE 3: Training Units to Fight -----	7
(4) LOE 4: Learning and Adapting at Speed -----	10
5. Administration and Logistics -----	12
6. Command and Signal -----	12
Reference List -----	i
Annexes -----	i
Notes -----	ii-iii

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ANNEXES

- (A) OV-1 Vision and Approach
- (B) Task Matrix
- (C) TECOM Organization and COMREL
- (D) Knowledge Management

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