



9 August 2019

Marines and Sailors,

After nearly two decades of sustained combat operations against violent extremist organizations, I believe our intelligence warfighting function must evolve to sustain competitive advantage against revisionist powers. Over this period, the Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISRE) has supported a range of operations, especially those aimed at countering insurgencies and disrupting terrorism around the globe. Meanwhile, global competitors like Russia and China have focused their attention on military modernization, and Iran and North Korea have refined their warfighting doctrines and continue to challenge international security. Altogether, Marines now face increased asymmetric risks on the 21st Century battlefield.

As the 38th Commandant evolves the Marine Corps Operating Concept and builds lethality for a 5th generation MAGTF, the MCISRE must ensure intelligence support is ready to drive operations across the spectrum of conflict. We will work diligently to address the challenges outlined in the 2018 National Defense Strategy and to integrate our actions with the 2019 National Intelligence Strategy. It is clear from these documents, we have entered a new era of information warfare. Today's digital environment presents adversaries new opportunities to leverage vast amounts of data, mask malign activity, distort public perception, and undermine legitimate authorities - all without firing a single shot. Success will go to those who are able to rapidly maneuver in and through a globally integrated operating environment.

Moving forward, we must synchronize intelligence with information-related warfighting capabilities to ensure our Marines maintain a level of tactical overmatch in any fight. It is imperative we align the MCISRE with warfighting capabilities and initiatives from Command, Control, Communications, and Computers (C4) and Electronic Warfare (EW) communities. Doing so will allow us to develop a strategic foundation that is built upon a fully integrated professional workforce. A united information-intelligence team of uniformed and civilian Marines, alongside reliable coalition partners will operationalize our approach and arm MEF Information Group Commanders to support emerging operational concepts.

As I assume the Office of the Director of Intelligence, my intent is to leverage innovation and disruptive technologies to accelerate the evolution of the MCISRE. We will empower MCISRE leaders who are comfortable with employing these tools. While we promote a culture that embraces technology and human-machine teaming, we must maintain agility in our intelligence processes and discipline in our analytical tradecraft. Our efforts will build trust with our Commanders and allow for decision-making at machine, not human speeds, that will *outpace* and *out-think* any threat. The forthcoming MCISRE 2025 strategy will prepare us to develop future force capability and lead our intelligence warfighters toward sustained competitive advantage on the 21st Century battlefield.

I look forward to serving with you and ***accelerating the evolution of the MCISRE!***

Semper Fidelis,

M. G. CARTER  
Brigadier General, U.S. Marine Corps  
Director of Intelligence, HQMC