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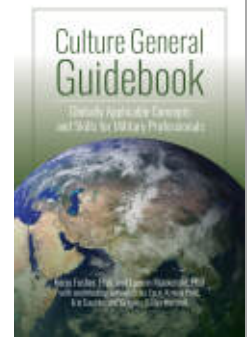
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About the Authors

Dr. Kerry Foshier is the director of the Marine Corps Human Research Protection Program. She is a cultural anthropologist who has conducted research on and worked with national security organizations for the past two decades. From 2010–20, she was the director of research for the Marine Corps culture center where she and her research team worked with Dr. Lauren Mackenzie and military personnel to develop and implement culture general curricula, including this guidebook. From 2020–23, she was the director of research at Marine Corps University. Her research has been supported by the National Science Foundation, the Belfer Center at Harvard's Kennedy School of Government, and the Marine Corps. She received her PhD from the Maxwell School at Syracuse University.

Dr. Lauren Mackenzie is Marine Corps University's Professor of Military Cross-Cultural Competence. She earned her master's degree and PhD in communication from the University of Massachusetts Amherst and has taught intercultural and interpersonal communication courses throughout the DOD for the past 14 years. Dr. Mackenzie's research is devoted to the impact of cultural differences on difficult conversations, and she has written a range of articles and book chapters pertaining to end-of-life communication, relationship repair strategies, and, most recently, the role of failure in education. She is the coeditor with Dr. Kerry Foshier of the 2021 book *Rise and Decline of U.S. Military Culture Programs: 2004–20* and the coeditor with Lieutenant Colonel Dana Perkins of the 2022 edited volume *Women, Peace & Security in Professional Military Education*. Dr. Mackenzie was the 2020 civilian recipient of the Marine Corps University Rose Award for Teaching Excellence.

The contributing authors to this book, **Erika Tarzi**, **Kristin Post**, **Eric Gauldin**, and **Gregory “Chip” Marshall**, were part of the Translational Research Group at the U.S. Marine Corps’ Center for Advanced Operational Culture Learning (CAOCL) at the time the original version was developed. Each made substantial but different contributions by developing content, fact checking, editing, layout, and many other ways. With CAOCL’s closure in 2020, each has moved on to a new position in government, academia, or the private sector. The primary authors gratefully acknowledge their original contributions and their willingness to be listed in this new edition of the guidebook.

