



# The Brute Krulak Center for Innovation and Creativity

*Quarterly Newsletter*

## From the Director

Valerie Jackson

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Think Tank. Do Tank. That is what the aptly named Brute Krulak Center for Innovation and Creativity is for the Marine Corps. Birthed out of the University's Quality Enhancement Plan that identified the need for innovation in professional military education, the Krulak Center houses subject-matter-experts in a variety of high-demand, relevant areas that broaden and enhance students' educational experience and prepare them for our current and future fight. We are proud to house Dr. Chris Yung, Donald Bren Chair for Non-Western Strategic Thought; Dr. Michael Baskin, professor of Expeditionary Energy; Dr. Brandon Valeriano, Donald Bren Chair for Armed Politics; Mr. Donald Bishop, retired Department of State expert in Strategic Communication; Dr. Chris Harmon, Donald Bren Chair for Great Power Competition; Mr. JD Work, Donald Bren Chair for Cyber Conflict; and Dr. Jeb Nadaner, Donald Bren Chair for Applied Creativity. These expert patriots, along with the combined talents and initiative of LtCol Matt Chambliss, Maj Tim Riemann and Maj Rob Arant, have created a Center that has not previously existed at Marine Corps University. The Center is the integrator--the "general support artillery" as BGen Bowers, our President likes to say--for all University schools. Our first of many programs like it--the Energy and Innovation Scholars Program for students from all schools, to include the College of Distance Education, is a prime example of how we support the Marine Corps' educational enterprise. We've hosted our first of many wargames, most recently on Operations in the Information Environment, and are in the process of helping to plan the University's 2019 Innovation Summit.

### INNOVATION

distinguishes between a leader  
and a follower

Steve Jobs

This disparate but incredible team has turned a shell of a room with used furniture and holes in the walls into a Center of Excellence in just a few short months. I am enormously proud to be the Director, and look forward to bringing the talent and resident expertise of the Brute Krulak Center for Innovation and Creativity to you and our nation's warfighters. Please come and visit us on the second deck of the Gray Research Center on the campus of Marine Corps University.

# Who We Are



**Director: Mrs. Valerie Jackson** - Valerie Jackson has more than twenty-four years in federal service, principally as a United States Marine. Before coming to the Krulak Center in July, she was an arbitrator in Dallas, Texas. Her areas of expertise include conflict management and resolution, civil-military operations, international relations, and strategic studies. She has led and commanded Marine units throughout her career, and has spent time as an instructor at the Marine Corps Civil Military Operations School and as the senior editor and field historian for the Marine Corps History Division. She is married to LtCol Chris Jackson, USMC, retired, and together they are the proud parents of daughters Madeline, Elizabeth and Lia.

**Deputy Director: LtCol Matthew Chambliss** - An artillery officer by primary MOS, at MCU he led the Red Team in challenging assumptions and playing devil's advocate during various student exercises. After his return from Iraq in support of Operation Inherent Resolve in September 2018, he assumed duties as the Deputy Director.

**IO Cell: Technical Information Operations Officer: Maj Rob Arant** - Major Arant is a graduate of NPS's Information Warfare Systems Engineering masters program. Major Arant is an OIE SME who teaches OIE classes to faculty and students and works in liaison with MCIOC and DC I for MCU school exercise and classroom support. Major Arant served as the Deputy Director from July 2016 until LtCol Chambliss' arrival in September 2018.

**Operations Officer: Maj Tim Riemann** - Major Riemann is an AAV officer by MOS. After spending the last year as the MCCDC Staff Secretary, he is now fulfilling his duties as the Operations Officer of the Brute Krulak Center. He is responsible for all the day-to-day activities that take part in the Center as well as assisting in the coordination of all Bren Chair events, which provide support to the Marine Corps University and its students.

**Professor, Energy Studies: Dr. Michael Baskin** - As the Prof. of Energy Studies, works with all MCU schools and focus on three connected yet distinct areas of energy security, operational energy, and innovation. Also connects into the entrepreneurship and defense innovation space and is capable of delivering expertise in the use of negotiation by military leaders.

**Bren Chair for Creative Problem Solving: Dr. Jeb Nadaner** - Dr. Nadaner possesses a record of creativity and innovation in commerce and industry, and in federal service. He served as the Deputy Assistant Secretary of Defense for Partnership Strategy and Stability Operations. At Lockheed Martin, he led advanced technology research and development portfolios and restructuring programs as Vice President of Engineering & Technology, and before that was Director of Business Development and Strategy.

**Bren Chair for Armed Politics: Dr. Brandon Valeriano** - Serves as a Senior Fellow in cyber security for the Niskanen Center in Washington D.C. He recently provided testimony in front of both the United States Senate and the Parliament of the United Kingdom on the dynamics of modern conflict. In his spare professional time, he focuses on engaging policy-makers and government officials on the changing character of war.



# Who We Are

**Bren Chair for Cyber Security and Conflict: Mr. J. D. Work** - Mr. Work directed international research programs for the Cyber Conflict Documentation Project, a nonpartisan and apolitical nonprofit academic collaboration that seeks to provide insight into the emerging strategic issues, economic consequences, and technology implications created by hostilities in the virtual domain. Mr. Work has over 20 years of experience addressing complex transnational issues and asymmetric threats, and since 2001, he has developed and taught analytic and other tradecraft courses at a number of academic institutions and US government agencies.

**Bren Chair for Great Powers Competition: Dr. Chris Harmon** - Christopher C. Harmon has directed academics for two Department of Defense overseas programs for foreign professionals concerned with terrorism and counterterrorism. Here, at Command & Staff College, he managed core courses on "Strategy and Policy" and "Theory and Nature of War" while teaching for many years as a professor of international relations. Dr. Harmon, lead editor or author of six books, has written essays for the geopolitics journal *Orbis* and other periodicals including *Strategic Studies Quarterly* and *Oxford Bibliographies*.

**Bren Chair of Non-Western Strategic Thought: Dr. Christopher Yung** - Dr. Yung is part of the China analytical community conducting current research and analysis of China's strategic trajectory. He serves as MCU's window into the current scholarship related to China and Asia, particularly that research having to do with strategic and military issues.

**Bren Chair for Strategic Communications: Mr. Donald Bishop** - Mr. Bishop was a Foreign Service Officer – first in the U.S. Information Agency and then in the Department of State – for 31 years. Specializing in Public Diplomacy, political-military affairs, and East Asia, he attained the rank of Minister-Counselor in the career service. Areas of Interest: Strategic communication, Public Diplomacy, Public Affairs, International Broadcasting, Information warfare, Psychological Operations, The Four Freedoms, Religious Liberty, The China-Burma-India Theater in World War II, The U.S. in World War I, The Wars of America.



**INTERESTING FACT:** The Brute Krulak Center logo on the top right corner of this newsletter encompasses a light bulb. The light bulb symbolizes both innovation, the "Eureka" moment, and failure, in order for innovation to succeed one must accept failure along the way. "In the period from 1878 to 1880 Edison and his associates worked on at least three thousand different theories to develop an efficient incandescent lamp."

Before Edison had perfected his light bulb, he had "...tested no fewer than 6,000 vegetable growths, and ransacked the world for the most suitable filament material."

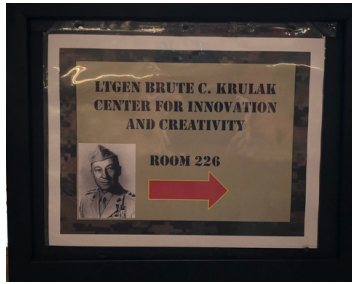
It took Thomas Edison nearly two years to test thousands of possible light bulb configurations to find the light bulb we know and use today. His work revolutionized the light bulb and how the world lit up their homes and cities at night, and it is a reminder that innovation requires persistence, acceptance of failure, and determination.

Quotes above retrieved from: <https://www.fi.edu/history-resources/edisons-lightbulb>





# An Office Re-organized



## Mid-July 2018

The Brute Krulak Center officially relocated to the Gray Research Center (GRC) second deck, room 226. The move to the new, larger GRC office space allowed all Center personnel to be located in a single location. What began as a vast open space has become an organized collaborative environment for staff, faculty, and students alike. Installation of new furniture and collaboration tables is scheduled for November 8-13, 2018.

July/August



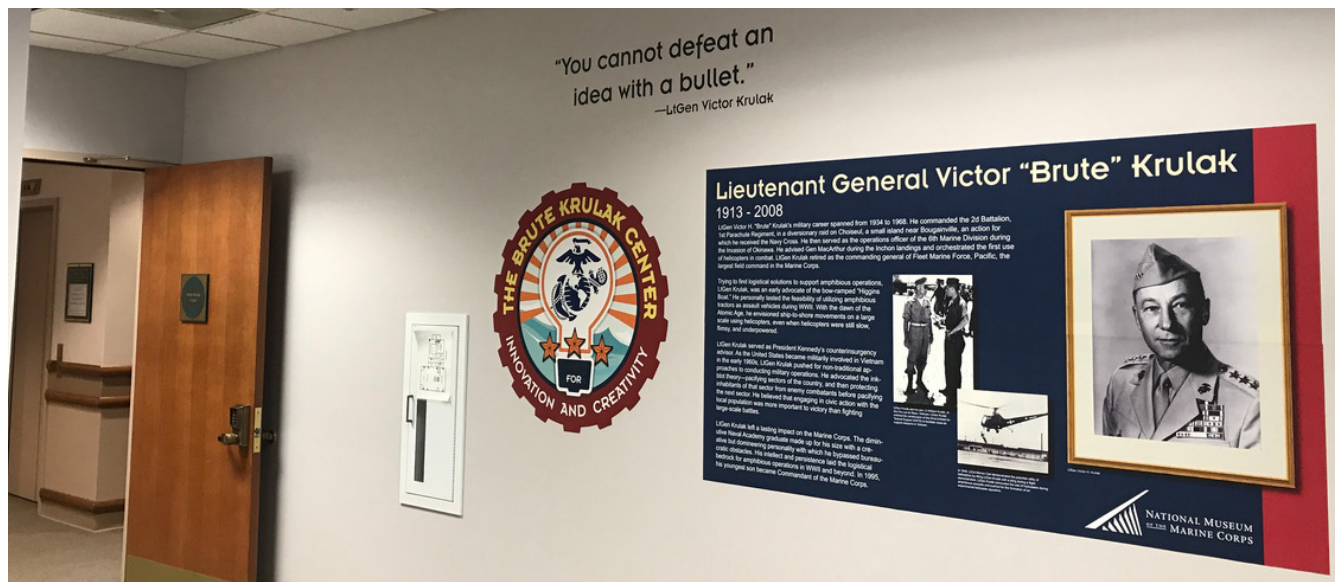
# An Office Re-organized

October



"Doubters do not achieve; skeptics do not contribute; cynics do not create."

-Calvin Coolidge



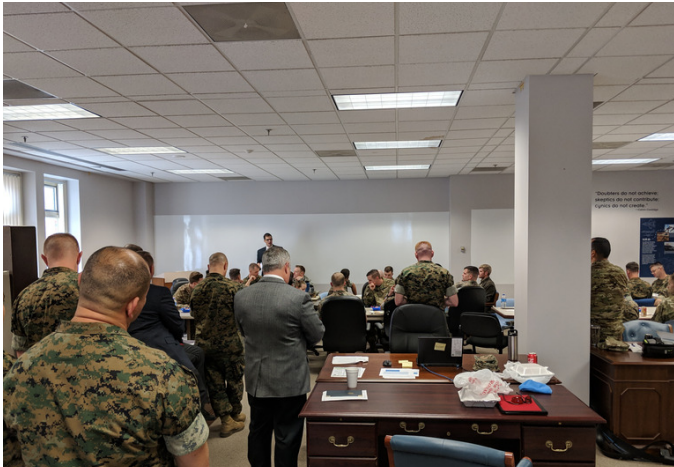
The National Museum of the Marine Corps (NMMC) developed, produced, and installed the Krulak Center innovation and tribute to LtGen Victor "Brute" Krulak wall designs.



# Notable Events

## October 2018

On October 25th, the Krulak Center held a Cyber/ OIE Simulation Wargame. The simulation consisted of 36 students from CSC and EWS represented as "players" as well as observers from SAW, the Deputy Commandant of Information (DCI) office, and the Marine Corps Information Operations Center (MCIOC). The simulation was led by **Dr. Benjamin Jensen**, Professor CSC, and **Mr. J.D. Work**, Bren Chair for Cyber Security and Conflict. This event was the first large scale event to use the Center's collaboration spaces in the GRC.



Student players included several international students from CSC and EWS.





# Notable Events

## October 2018 - Energy & Innovation Scholars Program

From October 11th to October 14th, the inaugural MCU Energy & Innovation Scholars Program (E&ISP) conducted a national field trip to the National Renewable Energy Laboratory (NREL) (Dept of Energy), Rocky Mountain Institute (RMI), and Defense Entrepreneurs Forum (DEF) in the Denver, CO region. The trip exceeded student and faculty expectations. As an initial pilot, the E&ISP is open to students from multiple MCU schools and colleges, both non-resident and resident, and offers enormous opportunity for the MCU enterprise.



# Center Highlights

**AUGUST** – At the beginning of August, the Krulak Center sponsored a student essay contest wherein the winner accompanied the CG & MCU leadership on the Trenton, NJ staff ride from 18-19 Sept.

On August 22nd, the Krulak Center attended a networking event centered on "The Challenge Of Cyber Strategy" hosted by the Atlantic Council.

From Left to Right:  
Dr. Michael Baskin, Major Tim Riemann, Mrs. Valerie Jackson, Major Rob Arant, Mr. J.D. Work  
"The Challenge Of Cyber Strategy" at the Atlantic Council



**SEPTEMBER** – Mr. J.D. Work delivered the presentation "Warning intelligence and the countering mission in cyber operations under conditions of persistent engagement" at the 2018 Intelligence & Cybersecurity Conference. He also published the article "Cyber Civil-Military Relations: Balancing Interests On The Digital Frontier," War on the Rocks, co-authored with Dr. Benjamin Jensen.

Dr. Christopher Yung, Bren Chair of Non-Western Strategic Thought, started the new academic year with two lectures at the Expeditionary Warfare School (EWS) in August and early September. The first was an introduction to Sunzi, and the second was part of the EWS "4+1" lecture series on security challenges to the U.S. Dr. Yung's "4+1" lecture was a comprehensive presentation on China strategic, operational and tactical characteristics from ancient times to the present. The School of Advanced Warfighting (SAW) asked Dr. Yung to give a presentation to its class on "Future Warfare" issues related to China as the possible beginning of a mentor-student relationship in which Dr. Yung would guide the "Future Warfare" research efforts of its students. Also in September, Dr. Yung was invited by the U.S. Army to lecture a select group of officers and senior enlisted on China during its "Strategic Broadening Seminar" (SBS) held at the McConnell Center for Leadership at the University of Louisville.



Mr. J.D. Work (center rear) attends a discussion on the dynamics of cyber conflict at a SIPA-hosted Minerva Cybersecurity Workshop led by Senior Research Scholar Jason Healey (center left) on September 10.



# Center Highlights

**SEPTEMBER –** Mr. Donald Bishop, Bren Chair for Strategic Communications, gave a presentation at Joint Special Operations University at MacDill AFB, participated in a panel on Information Operations at the DACOR Bacon Foundation, and gave two presentations on aftershocks of WWII in Asia at George Mason University.

Mr. Bishop also attended the 2018 conference of the International Commission on Military History in Jerusalem. The theme of the conference was "The Creation of New States and Collapse of Old Empires in the XXth Century." The conference schedule and a pre-tour included visits to museums, army and navy bases, battlefields, and kibbutzes -- in northern Israel, the Golan Heights, Tel Aviv, and Jerusalem.



Top: The main paved Roman street in ancient Zippori (Sepphoris, Diocaesarea, Sefhory).

Bottom: Rising to the Golan Heights, up the road from the Judean city of Gamla, site of two Roman sieges in 66-67 CE.



# Center Highlights

**OCTOBER –** Mr. J.D. Work supported the 4th Civil Affairs Group (CAG) as they prepared for the NATO exercise, Trident Juncture.

Dr. Christopher Yung was invited by the Command and Staff College (CSC) for its "China panel" discussion on China. Finally, at the request of seven Command and Staff College students, and three SAW students, Dr. Yung will serve as the research mentor for Masters theses for each of these students.



Mr. J.D. Work, as a role player, supporting 4th Civil Affairs Group (CAG) as they prepare for Trident Juncture.



Mr. J.D. Work, left, and Colonel Valerie Jackson, center, at 4th Civil Affairs Group (CAG) during Trident Juncture preparation.





# Coming Soon

## FUTURE EVENTS

- Dr. Chris Harmon has finished a new syllabus for an elective for Majors at Command and Staff College and is now beginning to research and write his next book, on aspects of great power competition. On December 12, in Warner Hall, Dr. Harmon joins university president BGen. Bowers, MCU, and the Krulak Center in staging a two-hour workshop offering practical advice for those who want to write for publication, be it in journals, books, newspapers, etc. Speakers will include editors of the *Marine Corps Gazette* and the *Marine Corps University Journal*, a *USA Today* columnist who was a professor at CSC, historians Jim Lacey and Williamson Murray, and the head of the Brookings Institution Press. Students and faculty are encouraged to attend this event beginning at 1300.

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