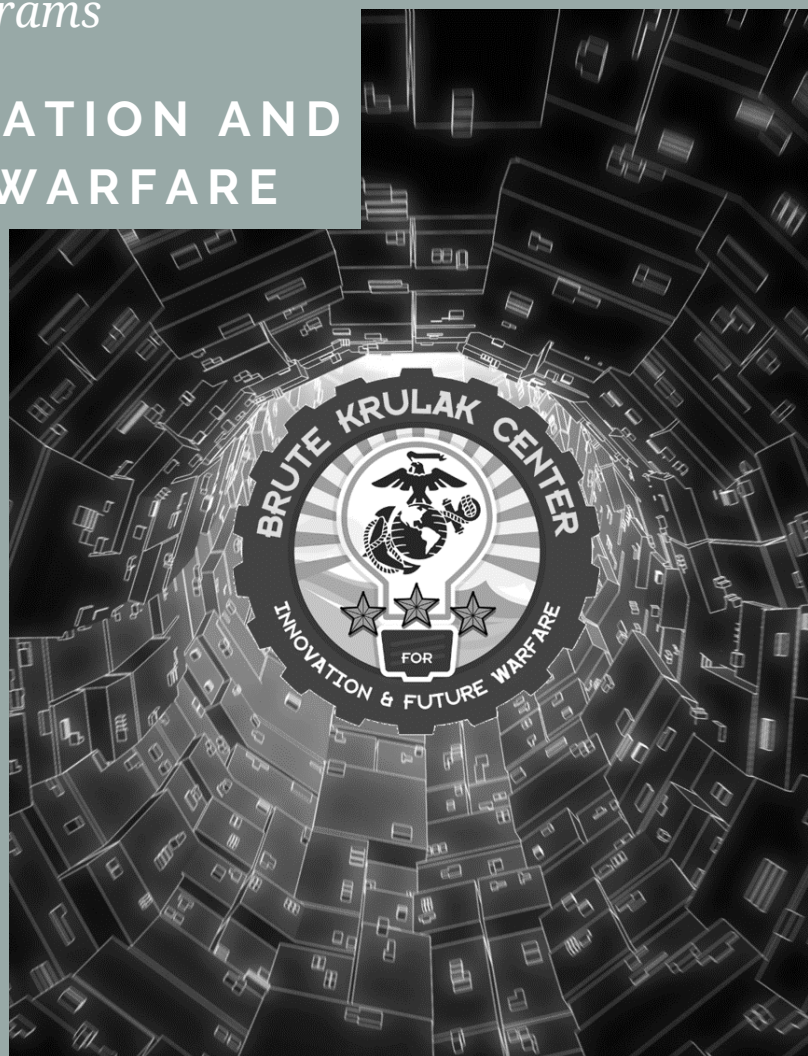
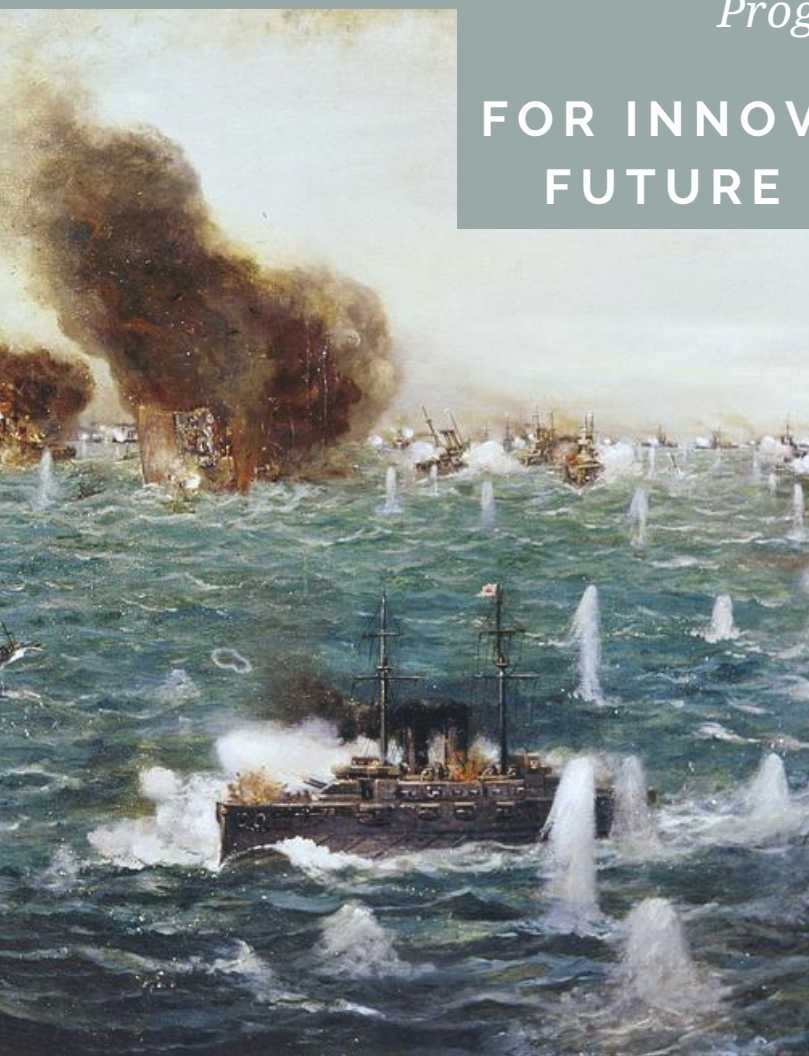




**BRUTE KRULAK  
CENTER**

*Scholars  
Programs*

**FOR INNOVATION AND  
FUTURE WARFARE**



## 2022-2023 (AY23) Krulak Scholars Program

### Executive Summary

During Academic Year (AY) 2022-2023 (AY23), a select group of students from across all of Marine Corps University's (MCU) schools will participate in a scholars program aimed at increasing understanding of **"The World Energy Paradigm after Ukraine: Global Perspectives on Strategic Competition."** The world order has shifted fundamentally after Russia's invasion of Ukraine, with new challenges to the questions underlying one of every society's basic needs—access to energy to keep the lights on, homes heated, vehicles moving, and industry producing. Energy security, and the relationships between energy producers and energy consumers, is taking on new importance. This challenge is a global one, as major producers and consumers are often separated by geography, geopolitics, market, and larger security calculations of these countries. As the war in Ukraine has made clear, the concept of energy "security" is tenuous when the producer is an authoritarian regime more prone to aggressive and unpredictable actions in its perceived national self-interest. This problem is not limited to Russia and its production of hydrocarbons. It spans from fossil fuels to the many rare earth materials needed to support the generation of renewable energy sources. About 1/3 of these resources fall under the control of authoritarian states in different parts of the world, including Sub-Saharan Africa and Latin America. Some countries with their own internal paucity of vital natural resources have limited options and find themselves having to deal with such countries; other countries actively seek alternative sources, but a ready transition to sourcing energy from non-authoritarian states is not always obvious or, indeed, feasible. This scholars program will examine the new global energy paradigm that the United States and its allies—some of which have diverging policies due to political or economic decisions—will face in the coming years, on the supply side (where does the energy come from?) and the political side (how do the U.S. and its allies deal with the geopolitical implications of energy sources and who controls them and what role/s does the competition for access to natural resources play in strategic competition?).

For the AY23 Krulak Scholars program, we ask the questions:

**How can the United States and its allies have the maneuverability to pursue their own security interests while garnering access to vital energy resources that are held by or desired by unfriendly, authoritarian, or revanchist states? What role/s does access to natural resources, including energy resources, play in ongoing strategic competition?**

### Concept of Operations

1. Participants: (15) total participants drawn from within the MCU resident professional military education (PME) system or students enrolled in any equivalent College of Distance Education and Training (CDET) program. ***International Military Students (IMS) from the resident MCU schools are highly encouraged to consider applying to this program.***
2. Selection Process:
  - (a) Participating Schools:
    - i. Marine Corps War College (MCWAR)

- ii. School of Advanced Warfighting (SAW)
  - iii. Command and Staff College (CSC)
  - iv. Expeditionary Warfare School (EWS)
  - v. Marine Corps Senior Enlisted Academy (MCSEA—enlisted staff/student)
  - vi. College of Distance Education and Training (CDET) – any equivalent program from item (iii) or (iv) above.
3. **Selection:** Each School will voluntarily *select into* this program. Schools may consider creating their own selection mechanism to screen its participants; proposed selection criteria can be found on page 4. Previous program iterations suggest an applicant pool of (2) primary and (2) alternate participants from each School; however, if a School has a larger number of potentially qualified applicants, they may submit any number they deem appropriate. The ideal applicants for the Krulak Scholars program are those who are independently motivated by this subject matter and who are willing to voice their opinions in a participatory seminar-style discussion forum. Applications will be **no later than 2 September 2022**. Schools should send applications to Major Ian Brown ([ian.brown@usmcu.edu](mailto:ian.brown@usmcu.edu)).

### **Scheme of Maneuver**

**Overview:** The Krulak Scholars program will be executed during MCU’s AY23 (September 2022-April 2023). The program is built on three pillars: (a) Selected readings; (b) Pre-recorded or live lectures (some as part of the AY23 Middle East Studies/MES Lecture Series) and other audiovisual media content; and (c) group discussion/seminars, some led by guest speakers. The employment of live in-person and virtual discussions will be governed by the current COVID-19 guidance from the President of MCU. Program outputs include a final individual writing project of publishable quality.

**Time/Date/Location:** The Krulak Scholars will meet between September 2022 to April 2023 during AY23 for a total of **6-7 group meetings**. The primary meeting location will be in the Krulak Center spaces (Room 226 at the Gray Research Center) with other meeting spaces utilized when necessary and a virtual option open as necessary. As stated above, the employment of virtual/remote meetings, rather than physical meetings, will be governed by the current COVID-19 guidance from the President of MCU. The first meeting will be **in mid-September 2022 and students will receive at least a two-week advance notice of the meeting date**. Each subsequent group meeting will be announced at least two weeks ahead of time.

**Potential Topics (by Meeting no.; in no particular order after Meeting #1):** (note: given the dynamic and volatile geopolitical trends related to the AY23 theme, topics may be adjusted to address real-world events):

- (1) Introduction to the Krulak Scholars AY23 Program and Theme**
- (2) Inclusive National Security (Military, Food, Energy and Climate)**
- (3) China’s Energy Policies and Strategic Competition**

**(4) Strategic Competition: Resources and Access in the Middle East and North Africa**

**(5) Strategic Competition: Resources and Access in Africa**

**(6) Strategic Competition: Resources and Access in Latin America**

Required Outputs from Krulak Scholars students:

● **Self-study of Assigned Readings/Recorded Lecture Materials** – Participants shall review the assigned readings and/or recorded materials assigned prior to each discussion session. These materials will include up to 300 pages of written materials and/or up to 2 hours of recorded material.

● **Individual Attendance** – Participants must attend all Krulak Scholars live group seminars and all the topically related live lectures. As all seminars and lectures will be recorded, in circumstances where the student has a scheduling conflict, they will be responsible for reviewing the recorded material at the first opportunity; however, live participation is preferred to the greatest extent possible.

● **Individual Final Writing Assignment** – Each participant will submit a 2,000-3,000 word essay related to the AY23 Krulak Scholars program theme of a quality suitable for potential publication. The Krulak Center team will assist in identifying potential venues for publication, to include publication as an occasional paper with Marine Corps University Press, or as a volume of the Middle East Studies *Insights* newsletter. Initial essay drafts are due no later than **31 March, 2023**. Final drafts are due no later than **28 April, 2023**. Participants will indicate that they are a “LtGen Victor H. Krulak Scholar from Marine Corps University” in their biography.

Core Team Members: Execution and coordination of the Krulak Scholars program will primarily be carried out by Major Ian Brown (Operations Officer for the Krulak Center), Dr. Amin Tarzi (Director of MES), and Dr. Christopher Anzalone (Assistant Professor, MES). Questions concerning the program may be directed to Major Ian Brown ([ian.brown@usmcu.edu](mailto:ian.brown@usmcu.edu)).

**Selection Criteria for Applicants**

Mandatory

(1) 500-word essay on why the applicant desires to participate in the Krulak Scholars program (12pt Time New Roman font, utilizing the Chicago Manual of Style for citations as necessary). The essay must include the applicant’s full name, rank, service, and MCU school or program.

Preferred

(1) Applicants should be resident students of:

- EWS
  - CSC
  - SAW
  - MCWAR; or
- (2) Applicants may also be non-resident students of:
- EWS or CSC courses
  - Staff Non-Commissioned Officer courses; or
- (3) Enlisted faculty from Marine Corps Senior Enlisted Academy (MCSEA) programs at MCU; or
- (4) Service members who are interested in the AY23 Krulak Scholars program theme and related subjects and seek to participate in such a program with the goal of producing scholarship on them; or
- (5) Personnel with experience working on issues related to the AY23 Krulak Scholars program theme.

Graduation Impacts: Participants who successfully complete the Krulak Scholars program of study will be recognized during the Award Ceremony at the end of AY23. They will also receive an annotation on the transcript of their respective PME course of study indicating successful completion of this additional scholastic program.

**Marine Corps University**  
**Brute Krulak Center for Innovation and Future Warfare**  
*Academic Year 2022 – 2023*

**Title** Lieutenant Colonel Earl Hancock “Pete” Ellis Fellowship for Military Transformation

**Proposal Summary**

The Ellis Fellowship is designed to increase the collective understanding of the political, economic, military, social, and organizational drivers of military transformation. The program intends to embark on a historic thematic study to examine, very broadly, how military organizations have succeeded or have failed in transforming, adapting, or innovating relative to their unique strategic, operational, or tactical environments.

For the academic year 2022-2023, the inaugural Ellis Fellows will participate in the Commandant of the Marine Corps’ “Campaign of Learning” in order to develop insights on how the Service should refine Force Design 2030. For guest lecturers, the Ellis Fellowship will invite a combination of academics, policy officials, and military members who possess expert knowledge on a particular battle.

The specific focus of study this academic year asks a family of questions:

**“How have smaller military organizations defeated larger military organizations on the battlefield and what contributed to the success of the smaller force? What were their asymmetric advantages? What are the factors that contributed to the defeat of the larger military force? What lessons could we apply to Force Design 2030?”**

**Concept of Operations**

- 1) Participants: (20-25) total participants: (15) students from within the Marine Corps University resident professional military education system & (5-10) service members from across the Joint Force within the National Capital Region.
- 2) Selection Process:
  - a) Participating Organizations:
    - a. Marine Corps University
      - i. Marine Corps War College
      - ii. School of Advanced Warfighting
      - iii. Command and Staff College
      - iv. Expeditionary Warfare School
      - v. Marine Corps Senior Enlisted Academy
      - vi. College of Distance Education and Training
    - b. Marine Corps Units within the National Capital Region
    - c. DOD and Joint military organizations within the National Capital Region

- b) Selection: Each resident school will be offered at least (2) seats and will voluntarily *select into* this scholastic program. Subsequently, each school may create their own selection mechanism to include 2 primary and 2 alternate participants.

The Ellis Fellowship recommends that the students be independently motivated by this subject matter and willing to voice their opinions in a discussion forum. If a school does not wish to use their allocation those seats will be offered to another school.

**Nominations will be due NLT 2 September 2022.**

3) Scheme of Maneuver:

Time & Date: One day per month, no longer than 2 hours, 1130 – 1330 EST

*30 minutes lunch*

*5 minute introductory remarks*

*30 minute presentation from guest speaker*

*30 minute question and discussion period*

*5 minutes administration*

*20 minutes networking*

Location: Krulak Center main area with virtual option for Fellows unable to attend in person

Security: All discussions and presentations will be UNCLASSIFIED

4) Planned Dates:

- a) xx Sept 2022 – Introductions
- b) xx Oct 2022 – Guest speaker
- c) xx Nov 2022 – Guest speaker
- d) xx Dec 2022 – Guest speaker
- e) xx Jan 2023 – Guest speaker
- f) xx Feb 2023 – Guest speaker
- g) xx Mar 2023 - Guest speaker
- h) xx Apr 2023 – Final Discussion (will be scheduled prior to EWS graduation)

5) Potential Battles

- Battle of Trafalgar, British Royal Navy vs. French and Spanish Navies (1805)
- Anglo-Zulu War, British Empire vs. Zulu Kingdom (1879)
- Russo-Japanese War, Japan vs. Russia (1904-1905)
- Outbreak of WWI, Germany vs. Russia (1914)
- Six Day War, Israel vs. neighboring countries (1967)
- Vietnam War, United States vs. Vietnam (1965-1973)

- Operation Enduring Freedom, United States vs. Taliban (2001-2021)
- Ukrainian Crisis, Ukraine vs. Russia (2022 to present)

6) Requirements for Fellows

- **Attend** 6 out of the 8 scheduled events
- **Complete** assigned readings prior to start of respective fellowship event
- **Write** a 2-3 page information paper directed to the Deputy Commandant for Plans, Policies & Operations on where the Marine Corps should focus its resources in Force Design 2030
- **Presentation** Selected fellows will present their papers during the final fellowship gathering

**Operations**

LtCol Adam Yang – CMC Strategist, MCU, PP&O HQMC

Maj Ian Brown – Krulak Center

**Mentors**

Select MCU faculty

**Partners:**

- Headquarters Marine Corps
- Marine Corps University
- Marine Corps University Foundation

**Graduation Impacts.** Participants who successfully complete the Ellis Fellows program of study will be recognized during the Commencement Award Ceremony at the end of AY23. They will also receive an annotation on the transcript of their respective PME course of study indicating successful completion of this additional scholastic program.



## **Reynolds Scholars Program**

Academic Year 2023

### **What is the Reynolds Scholars Program?**

The Reynolds Scholars are a group of dedicated MCU faculty and students who wish to conduct a year-long exploration of gender and security issues relevant to the armed services. Named after Lieutenant General, USMC (ret.), Lori Reynolds, a primary objective of this program is to advance the *Women, Peace & Security* (WPS) effort in Professional Military Education (PME).

### **What is WPS?**

Specifically, WPS is the first official international acknowledgement that women account for the majority of individuals adversely affected by today's armed conflicts, and it affirms the critical role women play in the prevention and resolution of conflicts and in peace-building (UN Security Council, 2000). Within the United States (US) Department of Defense (DOD), WPS [a] advocates for the recognition of diverse perspectives that increase military effectiveness, and [b] supports the empowerment of half the world's population as equal partners in preventing and managing conflict. The following links provide details of the [US WPS Act of 2017](#) and the [DOD's](#) role in its implementation.

### **Program Themes:**

#### 1. *How did we get here?: Tracing the history of WPS*

What is the connection between UNSCR 1325 and WPS? What are the landmark documents that pertain to Women, Peace and Security? What is the significance of considering gender when studying conflict?

#### 2. *Gendering War*

What is gender, and how is it different from biological sex? How are war narratives constructed through gendered discourse? How can we imagine non-violent masculinities and the role they might play in conflict?

#### 3. *Gender Integration and Citizenship*

How does WPS contribute to increased military effectiveness? How do operations on the ground change when gender is a consideration? What effect (if any) does gender have on readiness? What are the broader implications on society, politics and the concept of service for gender integration?

#### 4. *Advocating for Change*

How might the USMC's strategic narrative be problematic for WPS? Why don't we think of diversity as a strength? What are the differences between integration and accommodation? How can we make WPS part of our upbringing?

### 5. WPS and Strategic Competition

How are WPS and security cooperation connected? Why is that we are more focused in the U.S. on WPS DoD Objectives 2 and 3 (outward-facing) than Objective 1 (inward-facing)? How can WPS advance our understanding of strategic competition? What would it take to get our service to consider women as contributors to *lethality*?

### 6. Connecting WPS and Diversity Initiatives in the DoD

How do we “do” diversity in the DoD? What is problematic about WPS “branding”? How do we reconcile gender consequences and gender causes? How might we better promote WPS as a critical element of the security picture – what we see and don’t see?

### 7. Women & Conflict

How are WPS and conflict intertwined? What are the multiple roles of women in conflict contexts? How can WPS be a stimulus for changing the way we think? What are the dangers associated with WPS efforts being conducted in a silo?

### **Scholar Expectations:**

Students are encouraged use the group as an opportunity to exchange ideas about a WPS-related paper they are writing as part of their coursework – and collaborate on future publications.

The group will: [1] convene for a monthly lunch meeting at the Krulak Center, [2] have the opportunity to travel to the annual WPS Symposium at the U.S. Naval War College, and [3] contribute to a product ranging from an article for publication to a presentation for the various school directors and university president.

### **How can students apply?**

1. Write a short essay (no more than 500 words) describing why you want to participate in the WPS Scholars Program. If applicable, please include any relevant WPS experience.
2. Submit via email to Lauren Mackenzie ([Lauren.mackenzie@usmcu.edu](mailto:Lauren.mackenzie@usmcu.edu)) by **26 Aug 2022**.