



The Brute Krulak Center for Innovation and Creativity

Quarterly Newsletter

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From the Director - Valerie Jackson

Ladies and Gentlemen,

The Krulak Center continues to be a place of cognitive innovation that strengthens our collective intellectual capital and alliances, and ultimately our warfighting ability. To wit, Dr. Tarzi, our Bren Chairs and our own Maj Cooper taught electives, and we continued to bring distinguished speakers to the University to cover topics ranging from the Commandant's Planning Guidance to mental resiliency based on Stoic philosophy. Our wargaming initiatives also accelerated as we partnered with Georgetown University, RAND, the US Army War College and the Marine Corps CMO School. In addition to hosting a delegation from both Saudi Arabia and the German Defense College, we received a visit from LtGen Eric Smith, and Gen Krulak, who delivered poignant remarks at the unveiling of his father's portrait in our spaces. We also took a large contingent to meet with like organizations in the UK and Germany, ending our trip with our most important event: delivering PME to the Marines of Marine Forces Europe and Africa. At the Krulak Center, our excellent people are our strength. We added to that team in January with Dr. Andrew Scobell as our Bren Chair of Non-Western Strategic Thought. Sadly for us, however, Mr. Adam Seitz has been recruited out of Middle East Studies to work counter-ISIS issues at the Pentagon. We miss him!

As always, it's my great pleasure and privilege to lead this incredible civ-mil team! Please let us know how we can help you.

Semper Fi,

Val

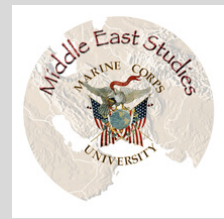
KRULAK CENTER HIGHLIGHTS

*PORTRAIT UNVEILING, MIDDLE EAST STUDIES,
WARGAMING, ELECTIVES AND GUEST SPEAKERS*



12 Feb 2020: Thanks to a loan by the National Museum of the Marine Corps, the Krulak Center now houses the phenomenal portrait of LtGen Victor Krulak, donated by the Marine Corps Heritage Foundation and Col Robert W. Rust, USMCR (ret.).

MIDDLE EAST STUDIES



**Gen. McKenzie, CENTCOM
Commander**

Professional Military Education (PME) Activities

7 Nov 2019:

Briefing at MCSCG CENTCOM TFSW, Fort Story, VA.

18 Nov 2019:

Faculty Development on “just war” theories to CSC, MCU.

6 Dec 2019:

Lecture on Afghanistan to TFSW, Camp Lejeune, NC.

16 Jan 2020:

Faculty Development Session on Iran, MCU.

17 Jan 2020: PME session on Iran for G-1 and G-4 Marines onboard MCU.

30 Jan 2020: PME on US-Iran relations to MARCORSSCOM, MCBQ.

6 Feb 2020: Dr. Tarzi taught a class entitled “Evolution of US Geopolitics in the Middle East” at the University of Southern California’s Washington, DC Program

27 Feb 2020: Dr. Tarzi presented a lecture entitled “Strategies of US-Iran in Confrontation, Containment (and Cooperation?)” to the Strategy and Policy Course.

Marine Corps War College (MCWAR): Dr. Tarzi taught a class on Israel security, and brought in Gen. Robert Magnus, former Assistant Commandant of the Marine Corps (ACMC) as a guest lecturer.

Command and Staff College (CSC): Dr. Tarzi taught an elective entitled “State of Israel in Context”, as well as a class on “Just War Theory in Islam.”

Expeditionary Warfare School (EWS): Dr. Tarzi provided a lecture about Iran’s maritime strategy to EWS students before their annual MAGTF Operations Afloat Exercise

Senior Enlisted PME (SEPME): Dr. Tarzi taught two courses about Iran and their regional ambitions.

MES Lecture Series



31 Oct 2019: Hosted Ambassador Karl Eikenberry who provided a lecture entitled: “The Geopolitical Implications of China’s One Belt, One Road Initiative.”

5 Nov 2019: Amin Tarzi participated at a panel in support of MCWAR, entitled: Iran’s ‘Active Resistance’ vs. United States’ ‘Maximum Pressure’: How will it end?”

MES Outreach



Dr. Tarzi with Congressman Steve Watkins (R-KS)

24 Oct 2019: Chair and Discussant of “U.S.-Arab Defense Cooperation Dynamics” panel at US-Arab Policymakers Conference, Washington, DC.

21 Nov 2019: Two lectures on Iran to 1st Intelligence Battalion, Camp Pendleton, CA.

14 Nov 2019: Lecture “Iran’s Maritime Military Strategy: From Peaceful Competition to Violent Conflict” at University of Mary Washington, Dahlgren, VA.

Publications by A. Tarzi:

“Les espaces maritimes du Moyen-Orient: De la compétition pacifique à l’affrontement?” in Ramses 2020 Un Monde Sans Boussole? (Paris: Dunod, 2019).

“La violence sectaire dans le conflit afghan” Les Nouvelles d’Afghanistan (Paris) no. 167 (4^{ème} trimestre/December 2019), 3-6.

WARGAMING

“Wargaming needs to be used more broadly to fill what is arguably our greatest deficiency in the training and education of leaders: practice in decision-making against a thinking enemy.”

- 38th CMC's CPG



Marine Corps University is the whetstone that hones the cognitive edge of Marine Corps leaders, and the Commandant made it clear that wargaming is an increasingly vital component of that intellectual framework. Building on its previous work and taking the Commandant's renewed emphasis on wargaming as direct guidance, the Krulak Center has continued to capitalize on its networks of innovators to provide students and faculty with a multitude of wargaming experiences. Wargaming comes in many flavors - by exposing the MCU community to the many variations, the Krulak Center seeks to demonstrate the "art of the possible" in using wargames as an educational tool, helping students, staff, and the FMF find an option that supports their unique professional development goals.

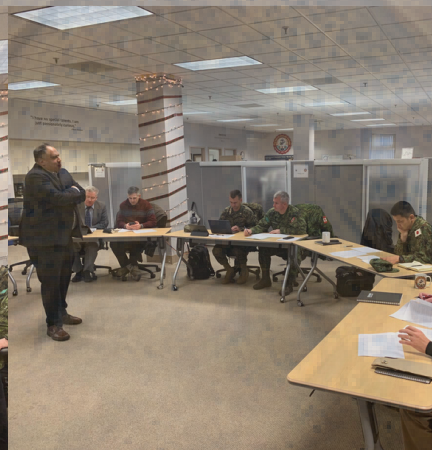




In November 2019, Krulak Center staff and EWS students leveraged the PC game "Command: Modern Air/Naval Operations" as a testbed for force design and naval integration concepts in support of 12th Marines and III MEF.



GySgt Nathan Byrd of CEME demonstrates his homegrown wargame "Lasgah Pol." GySgt Byrd created the game to ensure enlisted leaders received exposure to wargaming in the course of their PME.



In December 2019, Bren Chair for Military Innovation, Dr. Brandon Valeriano and SAW instructor Dr. Ben Jensen facilitated a crisis simulation with a focus on the influence of technology.



Georgetown University graduate students, with instructor (and former Marine) Sebastian Bae, visited in January 2020 to demonstrate tabletop games developed as part of their security studies program.

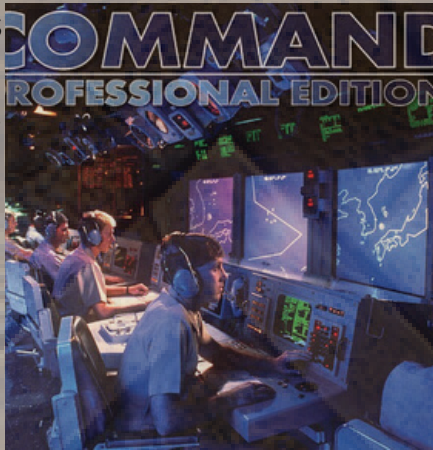




In January, the Krulak Center team also had the opportunity to play-test an information warfare game developed at the Army War College, and facilitated at the Marine Corps Civil-Military Operations School.



Part of the Krulak Center's European roadshow included hands-on training for "Command: Professional Edition" by the game designers, and a demo of the German Luftwaffe using it at its Officers' School.



While visiting the German Führungsakademie during its roadshow, the Krulak Center also had the chance to see how the Bundeswehr has integrated wargaming into its Army officer PME.



To help resident MCU students leverage existing wargaming resources, the Krulak Center team helped catalogue over 100 games held by the Gray Research Center in their "Strategy and Tactics" magazine collection.



Krulak Center Electives



AY-20 KC Elective Offerings:

Major Jared Cooper: "Where Good Ideas Come From"

Dr. Chris Harmon: State Powers and Low Intensity Warfare in Peacetime

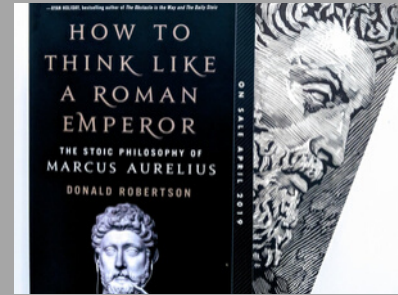
Dr. Brandon Valeriano / Mr. Donald Bishop: Modern Political Warfare: Cyber and Information Operations

Dr. Yuval Weber: How Russia Practices Power at Home and Abroad

Dr. Amin Tarzi: The State of Israel in Context, 1948-2018

Mr. JD Work: Cyber Operations, Intelligence and Conflict

Krulak Center Guest Speakers



Enhancing Educational Opportunities

The Krulak Center hosted many remarkable guest speakers this past quarter, bringing subject matter experts to MCU to enhance the student educational experience.

Top Left: Dr. Michael Green is the senior vice president for Asia and Japan Chair at the Center for Strategic and International Studies (CSIS) and director of Asian Studies at the Edmund A. Walsh School of Foreign Service at Georgetown University.

Top Right: Mr. Donald Robertson, author of "How to Think Like a Roman Emperor" speaking to MCU about Stoic philosophy and mental resiliency.

Middle Left: Dr. Brooks Simpson, who spoke about developing innovative military strategies.

Bottom Left: Ms. Constance Taub, Deputy Director at the National Counterintelligence and Security Center speaking to the Barrow Fellows.

Bottom Right: Mr. Dave Snowden, speaking to MCU students about John Boyd, the OODA loop, and the Cynefin Framework.

The Krulak Center: Hail and Farewell

The Krulak Center welcomed our new Donald Bren Chair of Non-Western Strategic Thought: Dr. Andrew Scobell.

Dr. Scobell was the former Senior Political Scientist at RAND's Washington, DC office and remains an Adjunct Professor of Asian Studies at Georgetown University's Edmund A. Walsh School of Foreign Service. Prior to this he was a tenured faculty member at the George H. W. Bush School of Government and Public Service and Director of the China Certificate Program at Texas A&M University located in College Station, Texas. From 1999 until 2007, he was Associate Research Professor in the Strategic Studies Institute at the U.S. Army War College and Adjunct Professor of Political Science at Dickinson College, both located in Carlisle, Pennsylvania. Dr. Scobell earned a doctorate in political science from Columbia University.



The Krulak Center: Hail and Farewell

Farewell to Adam C. Seitz

It is both with pride and sadness that we bid farewell to Mr. Adam C. Seitz. Adam has served as MES's Research Assistant Professor at Middle East Studies since September 2009. Adam has been one of the two wings of MES almost since its inception and has helped carry the mission of this small but far-reaching center from a PowerPoint slide to a focal point of PME and research on the Middle East and its maritime domain. Adam's quest for and dedication to learning has led to his move to the Pentagon for which MES@Krulak Center is very proud. In his decade of service to Marine Corps University, Adam taught classes, lectured, and prepared and participated in wargames throughout the PME continuum in Quantico, within the operating forces, for sister services, and in foreign countries. Additionally, he has been the organizational engine behind ten years of the MES Lecture Series and the myriad of guest speakers MES has brought to MCU. He was also responsible for publishing MES' various publications, including MES Insights. This issue completes the tenth volume of MES Insights. It is fitting that this is Adam's final issue, closing out his decade of service. In all of his efforts, Adam has consistently displayed unparalleled integrity and dedication to service and to the role of education in advancing the United States Marine Corps' mission to be America's force in readiness. While I am very proud of what Adam has achieved and will go on to achieve, he will be greatly missed. We wish Adam fair winds and following seas.





C WRITING E A T I V E

This quarter's creative writing contest was facilitated in conjunction with the Marine Corps University Foundation's generous support. The prompt:

"How do we modernize/change the training and education of future warfighters to face the realities of the evolving operating environment in order to out-think and out-fight our adversaries?"

We received entries from resident and distance learning PME schools, and from officer and enlisted contributors. The quality of the writing and ideas presented made it a true challenge to winnow the field down to a few! The winners were:

- 1st Place - Maj Stephanie Mafrici (CSC)
Teaching How to Fight for Communications Superiority in the Information Age
- 2nd Place - Maj Eric Hovey (NPS)
The Power of Language
- 3rd Place - SSgt Beau Curtis (SNCOA)
Standard Bearers and Creative Writing



Left: (from L to R) Col Thomas Gordon, Director CSC; Maj Stephanie Mafrici, 1st place winner; Mr. Jon Sachrison, MCUF; LtCol NaTasha Everly, Deputy Director, Krulak Center



Right: (from L to R) SSgt Beau Curtis, 3rd place winner; Ms. Valerie Jackson, Director, Krulak Center

DESTINATION UNKNOWN



"In the year 2075..." With little more than that writing prompt, ready keyboards and willing paintbrushes, and a strong dose of motivation, five Marine writer/artist teams laid out their visions of future war in the graphic novel "Destination Unknown." With the support of Marine Corps University, the Marine Corps University Foundation, and Marine Corps University Press, the Destination Unknown/Krulak Center team brought these visions to life on the printed page through an initial print run ... which quickly ran out, requiring a second print run ... and then the awards started coming in.



As for volume 2, it is well underway, featuring an expanded slate of creative teams - Marines, the Joint force, and even a team from the Australian Defence College! Stay tuned for its release later this year ...



To date, "Destination Unknown" vol. 1 has won a Naval Agility and Accountability Award; a Department of the Navy A+ Award; and a Department of Defense Gears of Government Award for the use of creative writing as an avenue for analyzing future warfare trends. Our heartiest congratulations to the Marines who dedicated their time and imaginations to this project! And if you haven't gotten your own copy yet ... what are you waiting for?

Bren Chair Writings

Dr. Brandon Valeriano

Bren Chair for Military Innovation

Publications and Reports:

Complex Terrain: Megacities and the Changing Character of Urban Combat

Read the full version and additional articles by clicking [HERE](#).

What do we know about cyber escalation? Observations from simulations and surveys

Read the full version and additional articles by clicking [HERE](#).

Why more research is needed to craft good cyber policy

Read the full version and additional articles by clicking [HERE](#).

How cyber operations can help manage crisis escalation with Iran

Read the full version and additional articles by clicking [HERE](#).

Russia and China may not be the top cyber threats

Read the full version and additional articles by clicking [HERE](#).

Why agencies need to work together to defend forward

Read the full version and additional articles by clicking [HERE](#).

The Cybersecurity 202: Hacking back may be less risky than we thought

Read the full version and additional articles by clicking [HERE](#).

Mr. Donald Bishop

Bren Chair for Strategic Communication

- Gave presentations on informational power and operations in the information environment at the Marine Corps War College (2x); MCAGCC Twenty-Nine Palms, California; and the Joint Advanced Warfighting School at the Joint Forces Staff College, Norfolk.
- Hosted Libby Liu, President and CEO of the Open Technology Fund and former President of Radio Free Asia for her presentation on “Communication with Closed Societies” to MCU students and faculty. The presentation was videotaped for instructional use.
- Recorded an MCU “Eagles, Globes, and Anchors” podcast on Strategic Communications and Informational Power.
- Article on “Iwo Jima and ‘The Purest Democracy’” was published in *The American Interest*.
- Nine essays were posted to the blog of the Public Diplomacy Council.
- Two additional articles have been accepted for publication by the Marine Corps Gazette – “Walking Gettysburg” and “Eugene Sledge, China, and Cultural Learning.”
- Visited the Department of History of the USAF Academy in Colorado Springs – to recover “dead history,” faculty articles and papers that were only published in Cadet Notebooks and Coursebooks. The initial visit identified 159 articles, chapters, and readings written between 1959 and 1970 that will eventually be posted to the web, enlarging the availability of public-domain articles on topics in military history written as introductions for undergraduates.
- Named to the Board of Directors of the Association for Diplomatic Studies and Training (ADST).



President Kennedy on the Voice of America (ca 1962)

In the 1950s and 1960s, authoritarian regimes have increasingly used their print, broadcast, and media to control or restrict their own



Ed Lansdale, Vietnam, "Sharp Power" and "Psychological"

The disinformation, propaganda, and malign narratives that now trouble international relations reach beyond the



Barry Zorthian on "Effective Press Relations"

In June 1970, the Marine Corps Gazette published the text of a talk, "Effective Press Relations," given to students at the Command

Dr. Andrew Scobell

Bren Chair for Non-Western Strategic Thought

Teaching/Education:

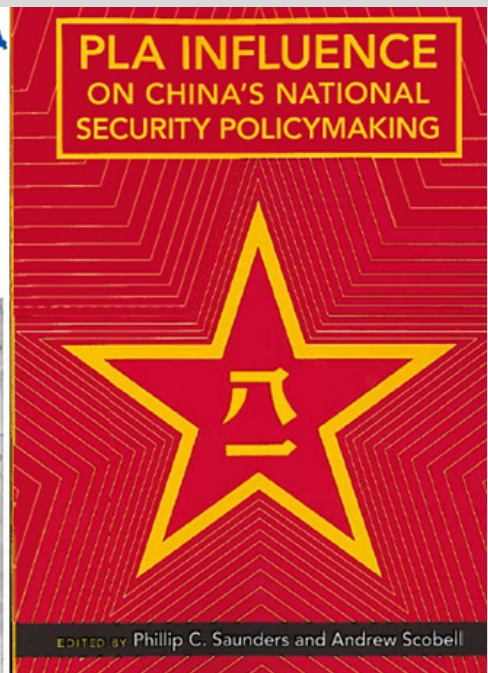
- China lecture to EWS -- 3 January
- Chinese Strategic Thought elective co-instructor - MCU January
- Chinese Foreign Policy instructor - Walsh School of Foreign Service, Georgetown University Spring 2020

Conferences/Panel Presentations:

- Panelist 55th Annual Leangkollen Security Conference in Oslo, Norway-- hosted by Norwegian Atlantic Committee, 3-4 February (Theme: "The China Challenge")
- Panelist, Korea Futures Seminar, National Defense University, Washington, DC sponsored by National Intelligence Council, 6 February

Publications:

- Manuscript on US-China rivalry accepted for publication in Journal of Contemporary China (for a forthcoming 2020 issue of the journal)
- Book manuscript on China's Nuclear Future accepted for publication by Georgetown University Press (forthcoming 2020). Author of chapter titled "China's Nested Worldview" in volume edited by two US Air Force Academy faculty.



Mr. JD Work

Bren Chair for Cyber Conflict and Security



JD Work and Jan Goldman (editor of the Journal of Intelligence and Counterintelligence) at The Citadel



Jan 2020 lecture at Institute for World Politics, picture in company with Val Jackson, Jon Sachrison, and Derrick Dortch



Nov 2019, JD aboard the British carrier HMS Queen Elizabeth, picture in company with Martin Libicki (professor, U.S. Naval Academy)



Dec 2019: Lawfare podcasting discussing cyber futures analysis. Read [here](#).

Dec 2019: Atlantic Council briefing & discussion estimating Iranian reactions to targeted strike on IRGC General Qassem Soleimani in January 2020. Read [here](#).

Krulak Center



Left: Ms. Valerie Jackson and a delegation from the Saudi Command and Staff College

Right: Ms. Valerie Jackson addresses a panel on "Technology, Partnerships, and Innovation" at the 2019 #NSGSCon in Washington, DC



OUTREACH AT HOME

Outreach continued to be one of the Krulak Center's focal points over the last several months, and some of the best engagements happened in the National Capital Region. This covered everything from briefing foreign partners on Krulak Center activities to getting to know our neighbors on the western side of MCB Quantico a little better. Whether at home or abroad, our outreach continues to build expanding connections into the innovation and creativity communities for the benefit of MCU's students and staff!



Above: Krulak Center command brief and discussion with LtGen Eric Smith, Deputy Commandant for Combat Development and Integration



Above: Major Jared Cooper outlines the Krulak Center Command and Staff College elective class "Where Good Ideas Come From" at the 2019 Military Libraries Training Workshop



Left: the Krulak Center welcomed MajGen Oliver Kohl, Commanding General of the Fuhrungsakademie der Bundeswehr



Above: Major Jared Cooper and Major Ian Brown joined an MCU site visit to the FBI Academy aboard MCB Quantico



EUROPEAN ROADSHOW



Team Krulak's roadshow continued, this time to our partners and Marines stationed in Europe! The first stop was a training event on the "Command: Professional Edition" wargame, hosted by Matrix Games, in Farnborough, UK. Following a quick jaunt to Hadrian's Wall, the team returned to London to learn more about the King's College London Wargaming Network. Sandhurst's Royal Military Academy arranged liaisons with their Department of Communications and Applied Behavioral Science, and Center for Historical Analysis and Conflict Research. Jumping over to Hamburg, Germany, the team visited the Führungsakademie der Bundeswehr and German Institute for Defense and Strategic Studies. The final leg swung down to Stuttgart, where Team Krulak delivered PME classes on Russia and maneuver warfare to personnel from U.S. Marine Forces, Europe and Africa. We already have more roadshows in the works - if we haven't visited you yet, we will!



Top left: Major Jared Cooper, Ms. Valerie Jackson, and Major Ian Brown at Sandhurst Military Academy

Top right: Major Ian Brown and Major Jared Cooper at Sycamore Gap in Hadrian's Wall

Middle right: Major Ian Brown and Major Jared Cooper with a portrait of Carl von Clausewitz, Führungsakademie

Bottom right: Major Ian Brown, Dr. Yuval Weber, and Major Jared Cooper near United States Army Garrison Stuttgart



Coming Soon

ONGOING EVENTS:

Late February - Early March 2020

Strategy and Policy Course - Wargames, Lectures, and PME

FUTURE EVENTS:

March 2020

Selected Barrow Fellows attend CSIS

Roadshow to MCB Hawaii and MARFORPAC

Military Operations Research Society Wargaming Course

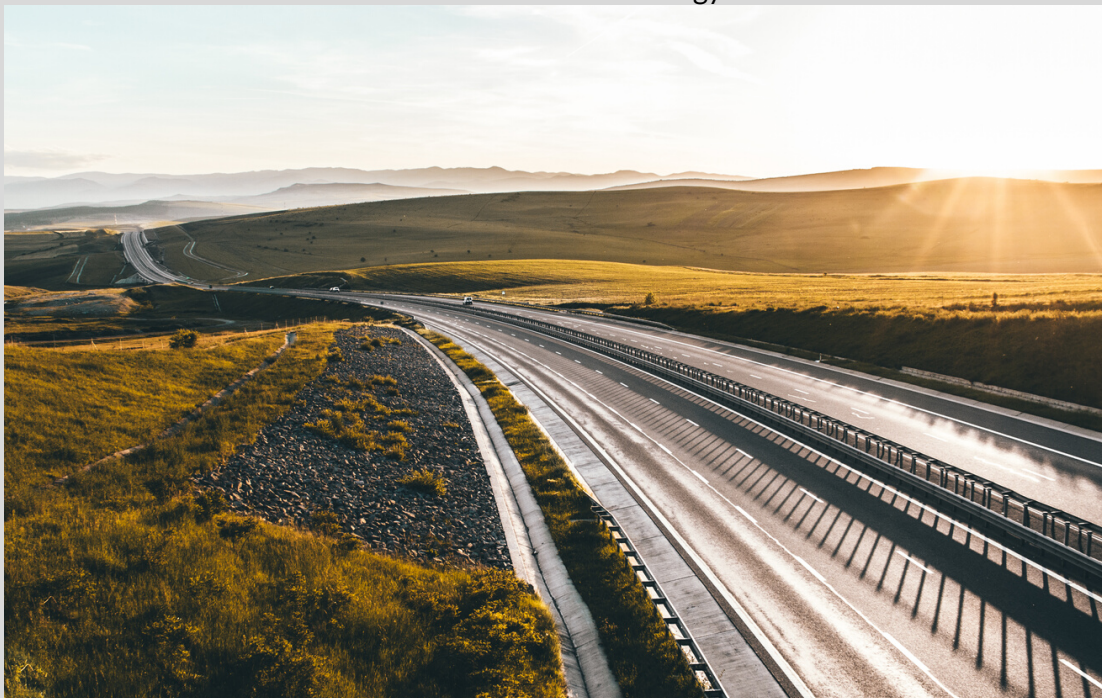
April 2020

Innovation Summit

Saudi Air Defense Force Delegation

May 2020

Ancient Foundations of Strategy Conference



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