



# The Brute Krulak Center for Innovation and Creativity

*Quarterly Newsletter*

## INSIDE THIS ISSUE:

### Center Highlights:

- 1-Middle East Studies
- 2-Virtual Events
- 3-Innovation Summit
- 4-Wargaming
- 5-Non-Resident Fellows
- 6-Barrows / Krulak Scholars
- 7-Hail and Farewell

### Creative Writing:

- 8-Essay Contest
- 9- Destination Unknown
- 10-Bren Chairs

### KC Outreach:

- 11-BruteCasts
- 12-BruteTalks
- 13-Virtual Conferences

### Coming Soon:

- 14-Events

## From the Director - Valerie Jackson

Friends and Supporters of the Krulak Center,

I truly hope this newsletter finds you well in these strange and difficult times. You'll be happy to know that in keeping with the Marine Corps tradition of mission success, Marine Corps University and the Krulak Center continued to charge throughout these past months and have successfully concluded another outstanding academic year. Our move to remote operations, while changing the format of signature events such as the Innovation Summit, did not prevent us from continuing to offer new, relevant and thought-provoking programming, as you'll see in the ensuing pages. It seems every newsletter has me talking about staff changes; this one is no different. I'm pleased to announce that our Deputy, LtCol NaTasha Everly, has moved on to a command billet in North Carolina, and has been replaced by the very able LtCol Manuel Zepeda. We lost Maj Rob Arant to retirement and Maj Sara Wood came off her mobilization orders; for their own unique reasons, we will miss all these officers but welcome the fresh infusion of new insights and perspectives that change brings. I'm pleased to announce that one of our new initiatives has grown our professional network by 27 highly qualified, noteworthy Non-Resident Fellows. We are super excited to see their expertise infused into the Center and University in the upcoming academic year. Please stay well and stay in touch!

Semper Fi,  
Val

The Krulak Center is located in the Gray Research Center, 2nd Floor, Rm. 226 on MCB Quantico.  
Contact the Krulak Center at [The\\_Krulak\\_Center@usmcu.edu](mailto:The_Krulak_Center@usmcu.edu) with questions or newsletter articles.

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# KRULAK CENTER HIGHLIGHTS

*MIDDLE EAST STUDIES, INNOVATION SUMMIT,  
WARGAMING, NON-RESIDENT FELLOWS,  
AND GUEST SPEAKERS*

## MIDDLE EAST STUDIES



### Professional Military Education (PME) Activities

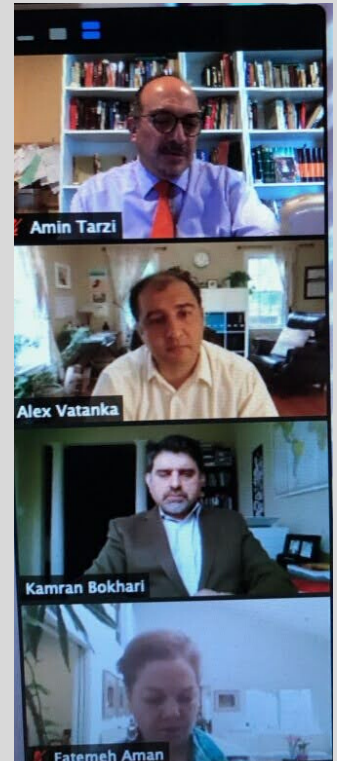
- 1) Advised and mentored several CSC MMS students and headed/participated in several MMS committees.
- 2) Designed and taught a virtual class for MCWAR entitled: "Turkey: An Essential Partner for US or (Russia)?"

### MES Lecture Series / Collaborative Projects

- 1) Participated (27 May) in NATO Defense College's Research Division's two-fold webinar on Russia's strategies of influence in the South. Read [HERE](#)
- 2) Worked with NATO DC on a publication on the subject covered by the webinar.
- 3) Served on a virtual panel (28 May) entitled "Iran, Russia, Pakistan and Afghanistan: Prospects and Potential Trajectories" hosted by the Middle East Institute. Read [HERE](#)
- 4) Continued to work with Professor Elena Andreeva of VMI on a panel on Iran and Russia for the Middle East Association of North America (scheduled for late October in Washington). The proceeds of the conference will be an edited book. My paper is entitled: "Iran from the Azerbaijan Crisis to the Reemerging Great Power Competition."



**Dr. Tarzi providing professional perspectives on continuing challenges in the Middle East**



## MES Publications

- 1) Published "Quel recit pour les enfants afghans de demain?" in Afghanistan Histoire et mémoire Paris: CEREDAF, 2020.
- 2) Submitted article entitled "Khorasan in Islamist Ideology"; it was accepted and peer-reviewed and will appear in the peer-reviewed publication, Encyclopaedia Iranica, Columbia University, New York, due Fall 2020.
- 3) Submitted article entitled "Afghanistan: Martial Society Without Military Rule" to Oxford University Press for peer review.
- 4) Continued working on a book dealing with Central Asian historiography with former mentor at New York University.



# VIRTUAL EVENTS

## INNOVATION SUMMIT / BIG IDEAS EXCHANGE (BIX)



Marine Corps University and The Krulak Center partnered with the Naval Postgraduate School (NPS) and the Naval War College (NWC) in advancing innovative and groundbreaking concepts developed by students across the Naval Education Enterprise to address current and emerging national security issues. This year's joint Innovation Summit provided the opportunity to holistically understand emerging maritime challenges and collectively pursue solutions in this era of great power competition. Seeking to further integrate the Fleet Marine Force and ensure our competitive, cognitive edge in a dynamic operating environment, opportunities like these capitalize on "grassroots" movements within both the Navy and Marine Corps to build a robust, agile force capable of operating across all domains and ready to meet future challenges. At the Krulak Center, we relish the opportunity to promote novel ideas and increase collaboration to prepare our nation's future leaders.



### **Developing the First Ender for the Next Ellis Maj Travis Hord**

The Mosaic Warfare concept offers commanders composable force design and decision frameworks enabled by AI support tools in the near future. Harnessing autonomous systems and machine-enabled control systems will require enhanced training for commanders and staffs. By making upfront manpower investments in specialized 'Mosaic Cadres' during development, the DoD can fully harness the potential of enhanced decision-making and autonomous systems once operational.



### **Retweet Hell: Social Media and the Future of Enlisted PME**

#### **Maj Timothy Riemann**

Social Media has had a transformative effect on many aspects of contemporary society. This concept describes a new approach to Marine Corps junior enlisted Professional Military Education by recognizing, utilizing, and maximizing the latent educational potential in various social media platforms. Is there a way to communicate ideas and knowledge to the Corps' youngest members on social media platforms and mediums that they are already familiar with?





## Attrition Interception: A New Maritime Operating Concept

Maj Samuel Colclough

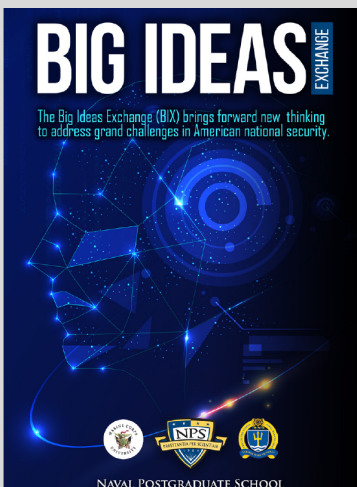
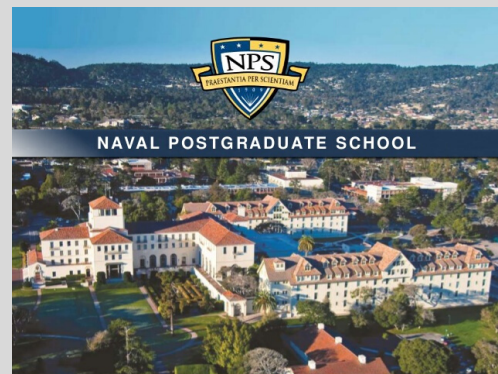
The ongoing strategic rivalry between the United States and China has led to US military planners focusing on the South China Sea. Little attention is paid to the Indian Ocean Region and the potential benefits of a US-India security partnership to balance against China's growing power and influence. The inter-war concept of maritime attrition-interception might give US and Indian policy makers more options for competing with China in the future.



## Wargaming Fleet Problems with Off-the-Shelf Games

Capt Steven Lee Stansbury

Exploring the possibility to assist in answering fleet problems with commercial games like Command: Modern Air and Naval Operations. By using the six-step scientific method, any Marine can test and validate modern and future fleet concerns with digital gaming systems—with the potential to produce effective solutions and further questions for research.

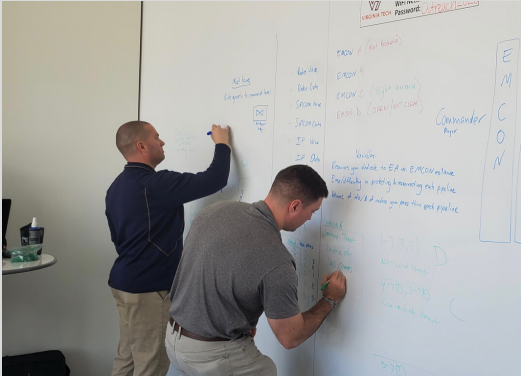


Click [HERE](#) to see the videos on YouTube, released weekly as BruteTalks!



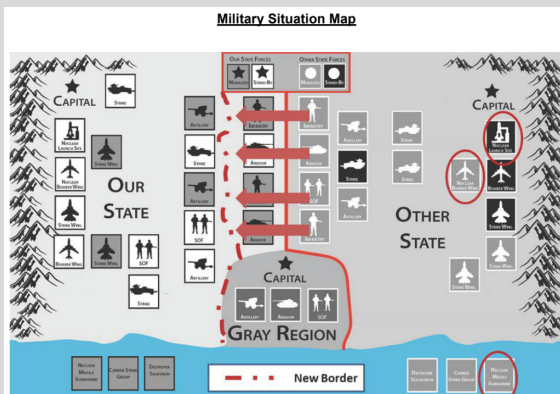
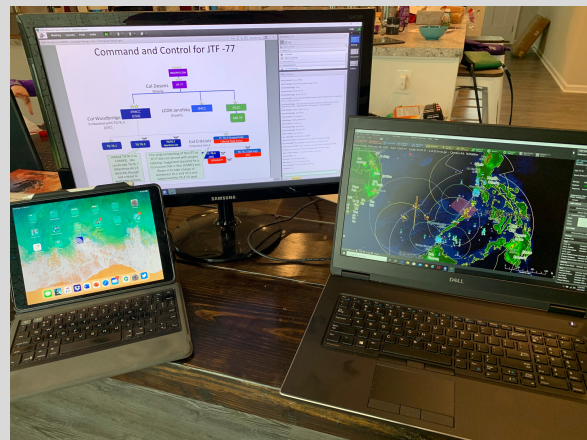
# WARGAMING

During this quarter, the Krulak Center continued to expand its own knowledge base as a wargaming facilitator to MCU, as well as provide wargaming support to external entities - though global events meant that what we planned in March was not necessarily what we executed in May!



Things started predictably enough. In early March, Team Krulak members LtCol Manuel Zepeda and Majors Ian Brown and Jared Cooper attended a 5-day wargaming certificate course hosted by the Military Operations Research Society. The course was a unique opportunity to get training from seasoned military wargamers on game selection, design, and execution.

Then COVID-19 hit, and all plans went out the window. But while in-person wargaming events were cancelled, social distancing created the opportunity to explore the intricacies of remote/distributed wargaming. Using Adobe Connect, phone bridges, and a homemade CP, Team Krulak hosted a scenario in "Command: Modern Operations" to support a project of the TECOM Warfighting Society: examining the challenges of conflict in the South China Sea.



We also got the chance to join a Virtual International Crisis wargame hosted by the Hoover Institution at Stanford University. This demonstrated the capability of using virtual conferencing software and shared cloud drives to exchange information and develop moves as a distributed team for each game turn. We came away with a lot of good lessons to help us conduct similar events across our community of interest!

Of course, what we're really excited about is getting everyone back to the Krulak Center to dig into our game library, and on that front, we have not been idle ... we'll have these titles and more available next time you visit us!



# KRULAK CENTER NON-RESIDENT FELLOWS

The Krulak Center recently solicited the global academic community for applications to join #TeamKrulak as Non-Resident Fellows. We had an overwhelming response from a myriad of highly accomplished individuals! The Krulak Center Non-Resident Fellows will support the mission of the Krulak Center by participating in our annual Innovation Summit; supporting instruction at MCU as featured guests during one campus visit or Krulak Center event; and supporting writing competitions. All Krulak Center Non-Resident Fellows will have the ability to collaborate with MCU staff, faculty and the Marine Corps University Foundation, participate in wargames, and support staff rides.

We selected (27) incredible individuals who are known for their innovative research and expertise on topics pertaining to modern and historic warfare. The Krulak Center significantly increased MCU's professional learning potential in areas of cyber security, AI, quantum computing, information warfare, logistics maneuver warfare, additive manufacturing, and innovation in naval research. Stay plugged into us to learn more about Non-Resident Fellow activities during the coming academic year!

## Check out our new Non-Resident Fellows

**HERE!**

Aimee Fox  
Andres Munoz Mosquera  
Andrew Reddie  
Curtis Bell  
Damien O'Connell  
Emma Moore  
Erik Limpaecher  
Evan Perkoski  
Heather Venable  
Jonathan Wong  
Kristina Hook  
Kyleanne Hunter  
Brian Kerg  
Nicole Matejic



Patrick James  
Paul F. Diehl  
Rosella Zielinski  
Ryan Baker  
Scott Fisher  
Sean Lawson  
Sebastian Bae  
Chris Elles  
August Cole  
Nina Kollars  
Allan Stam  
James Fielder  
Leah Windsor



# KRULAK SCHOLARS & THE GEN. BARROW FELLOWSHIP

The Krulak Center's two primary academic programs concluded this academic year as a resounding success! Both pilot programs: the Gen. Robert H. Barrow Fellows and the Krulak Scholars were thoroughly enjoyed by students, faculty, and partner organizations throughout the National Capitol Region--and we will continue to build upon this year's success by expanding upon these programs with support from our new Non-Resident Fellows!

## Virtual Guest Speakers



Dr. Larry Wortzel is Senior Fellow in Asian Security at the American Foreign Policy Council. A veteran Asia scholar with extensive government and military experience, Dr. Wortzel served two tours of duty as a military attaché in the American Embassy in China, and also was assigned in Singapore, Thailand, and on the demilitarized zone in South Korea. On the faculty of the U.S. Army War College, Dr. Wortzel was Director of the Strategic Studies Institute and concurrently professor of Asian studies.

LtCol Kanapathy, from the International Affairs Branch, Plans, Policies and Operations Department, is currently serving as the Security Cooperation Section Head at Strategy and Plans Division, United States Marine Corps Headquarters.



# *The Krulak Center: Hail and Farewell*

The Krulak Center welcomed our new Deputy Director, LtCol Manuel Zepeda.

LtCol Zepeda enlisted into the Marine Corps on 15 June, 1998 as a tanker. Later he earned his commission through the Platoon Leader's Course (PLC) on 28 March, 2002. He is an infantry officer by trade and has completed EWS, CSC, the U.S. Army's Command and General Staff Course and JPME II through the Joint Forces Staff College. Currently, LtCol Zepeda is an Assistant Professor and earned his master's degree in International Relations through New England College. His personal decorations include: Bronze Star Medal with gold star, Defense Meritorious Service Medal, Navy Commendation Medal, Navy and Marine Corps Achievement Medal with combat "V" and gold star, and the Combat Action Ribbon with gold star.



## Farewell to LtCol NaTasha Everly, Maj Sara Wood, and Maj Rob Arant

It is both with pride and sadness that we bid farewell to three of our esteemed colleagues and members of our #Team Krulak family. LtCol NaTasha Everly, Maj Sara Wood, and Maj Rob Arant have all departed this quarter; LtCol Everly is taking command of Weapons Training Battalion at Camp Lejeune, NC; Maj Sara Wood returned to MCIOC after completing her mobilization orders, and Maj Rob Arant retired in June after 26 years of dedicated service to the Marine Corps! We wish them success in their future endeavors and want to remind them that they are always a part of the Krulak Center Team!

LtCol Everly receiving her KC plaque from Ms. Val Jackson



Maj Rob Arant on his last day of active duty at the KC Hail and Farewell!





# C WRITING E A T I V E

Our final writing contest of AY20 was also a "first:" it was our first collaborative writing contest with a non-MCU/DoD entity. We partnered with the Center for International Maritime Security (CIMSEC) to focus on the theme of "Strategic Chokepoints and Littorals." This was certainly a timely topic, as the Marine Corps undergoes significant changes to its force design to both increase integration with the U.S. Navy and prepare to challenge competitors in the South China Sea.

We challenged our authors with the following prompt: "The importance of the world's vast oceans is magnified in the littorals and several strategic chokepoints. There are many critical chokepoints around the world that potentially could play an outsized role in strategic competition between world powers or in actual wartime. Littorals are an increasingly important zone of potential competition or conflict due to advanced technology being available to more and more states, and even non-state actors. Piracy and terrorism combine with technological proliferation to complicate commercial enterprise and defense planning for every nation as the littorals become more crowded and ships become more vulnerable.

Considering the evolving global economy, technological proliferation, and the re-emergence of great power competition, how may states and non-state actors operate within strategic chokepoints and littorals to protect their interests or impose their will against rivals and potential aggressors? How may conflict and coercion within strategic chokepoints and littorals affect the global maritime commons and impact freedom of navigation? How may regional and global actors take action to shape outcomes in these crucial spaces?"

As always, we were spoiled by the quality of the submissions we received, as well as the creativity of our authors (we had never thought the words "James Bond" and "strategic chokepoints and littorals" in the same sentence ... and then we read Capt Holmes' entry).

So congratulations to our top three entrants! Be sure to visit <http://cimsec.org/> to read their submissions, and many other excellent essays on the subject of "Strategic Chokepoints and Littorals!"

Maj Brian Kerg - Mine the Littorals: Mine Warfare in Support of Sea Control

Capt John Holmes - Does Tomorrow Ever Truly Die?

Capt Harold Hamilton - Seeing the World Through Points



# Destination Unknown Vol. 2

For now, COVID-19 has put the brakes on awards season for Destination Unknown volume 1. But the operations, editorial, and artistic teams for volume 2 have remained hard at work. You'll get to see their work later this year, and we think it will exceed the already incredibly high standard set by volume 1 for vision, creativity, and an unflinching look at the hard realities of future conflict.



Here are the stories and author/artist teams coming your way in vol. 2:

## "China's Engineered Emergency: Coronavirus 2.0"

Author: Maj Austin Duncan, USMC

Artist: SSgt Shannon Winslow, USMC

## "Urquhart Redux: A story from the AugoStrat Corps Saga"

Authors: Major General Mick Ryan (Australian Army) & Doctor Therese Keane

Artists: Midshipman Alvin Do (Royal Australian Navy) & Officer Cadet Natasha Silver (Royal Australian Air Force)

## "Rock the Boat, Sink the Ship"

Author: AT1 Richard Walsh, USN

Artists: Cpl Jerrod Moore, USMC & GySgt Daniel K. Brown, USMC

Colorists: Sgt Trentin Dunn, USMC & Cpl Garret Jones, USMC

## "Plan Crimson"

Author: Maj Ian T. Brown, USMC

Artist: Capt Thomas O'Brien, USMC

## "Ransom"

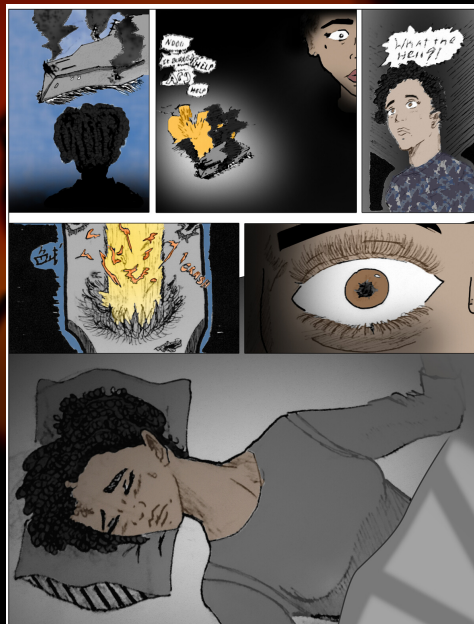
Authors: TSgt Daniel Hulter, USAF

Artist: SSgt Macey Valentine, USAF

## "Still First to Fight"

Author: Maj Adam Yang, USMC

Artist: SSgt William Bradley, USMC



# Bren Chair Writings

**Dr. Brandon Valeriano**

Bren Chair for Military Innovation

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## **Publications and Reports:**

Cyberspace Solarium Commission Report (as a Senior Fellow and embedded task force member)

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

Building a Modern Military with Cato

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

## **Paperback book:**

Valeriano, Brandon, Benjamin Jensen, and Ryan C. Maness. 2018. Cyber Strategy: The Evolving Character of Cyber Power and Coercion (Oxford University Press, 978-0190618094) (Paperback March 2020)

## **Lawfare posts:**

Brandon Valeriano. 2020. "Cost Imposition is the Point: Understanding U.S. Cyber Operations and the Strategy Behind Achieving Effects." 3/27/2020. Lawfare.

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

Brandon Valeriano. 2020. "Measuring Strategic Success in Cyber Operations." 3/26/2020. Lawfare.

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

# Mr. Donald Bishop

Bren Chair for Strategic Communication

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- Iwo Jima and "The Purest Democracy" published on The American Interest
- "Revisiting the Four Freedoms" Marine Corps University Foundation Magazine
- Guest Speaker on the Krulak Center's own BruteCast, discussing "A Test of Airpower" and the circumstances and outcome surrounding the 1943 Ploiesti Air Raid



**A Test of Air Power**

Operation Tidal Wave, the great air-ground battle of 1 August 1943

# Dr. Yuval Weber

Bren Chair for Russian Military and Political Strategy

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- 1) "Hierarchy of Membership and Burden Sharing in a Military Alliance" accepted by Defence and Peace Economics
- 2) Appeared on The Russia Guy podcast, listen [HERE](#)
- 3) Attended three-day "Unpacking the Defense Enterprise" professional development course at CSIS
- 4) Will teach "The Russian Economy and Military Budget" module for CSIS professional development course "Understanding the Russian Military"
- 5) Will present "Russian Private Military Companies" for the KC BruteTalks



# Dr. Andrew Scobell

Bren Chair for Non-Western Strategic Thought

## Publications:

- Article published in scholarly journal: Andrew Scobell, "Constructing a US-China Rivalry in the Indo-Pacific and Beyond" in the Journal of Contemporary China (2020). Read [HERE](#)
- Media quote about China's Marine Corps on May 15, 2020 Radio Free Asia. Read [HERE](#)



## Mr. JD Work

Bren Chair for Cyber Conflict and Security



Image from a Workshop on Wargaming the Pandemic's Effects, Kings College Wargaming Network

## Publications:

- 1) "At the commissioning of the Democratic People's Republic of Korea aircraft carrier Baekdusan". Project Trident. Center for International Maritime Security. May 2020.

- 2) Published [with Jason Healey & Neil Jenkins, "Defenders Disrupting Adversaries: Framework, Dataset, and Case Studies of Disruptive Counter-Cyber Operations". CyCon. NATO CCDCOE. May 2020.
- 3) "Questioning China's politicization of cyber intelligence in pandemic". Net Politics, Council on Foreign Relations. April 2020.
- 4) "Loose Cobras: DPRK regime succession and uncertain control over offensive cyber capabilities". Atlantic Council, Cyber Statecraft Initiative. April 2020.
- 6) "Who hath measured the (proving) ground: Variation in offensive capabilities test & evaluation". 15th International Conference on Cyber Warfare and Security. March 2020.
- 7) "Paging a Joint Task Force: Cyber Defense of Pandemic Medical Infrastructure". War on the Rocks. March 2020.

## **Discussions:**

- 1) "Wargaming counter-cyber operations response options to defend pandemic medical infrastructure". Workshop on Wargaming the Pandemic's Effects, Kings College Wargaming Network. April 2020
- 2) "Imposing friction and cost on hostile actors through counter-cyber operations". Vulnerability, pressure & cost in cyber conflict. George Washington University, Elliott School of International Affairs. April 2020.
- 3) "Intelligence communities in collision: diverging tradecraft disputes". CrisisCON. March 2020.
- 4) "Black Fabrics: Adversary covert & clandestine network infrastructure in offensive cyber operations". Splinternets in Conflict. George Washington University, Elliot School of International Affairs & Marine Corps University, Krulak Center. 31 March 2020. Moderated "Private Roles and Evolving Status as (Non-)Combatants". State of the Field Conference. Cyber Conflict Studies Association. June 2020.

Podcast - "Mixed Signals in the Cyber Realm". KennanX. Wilson Center. June 2020.

Podcast - Down the Security Rabbit Hole. April 2020.

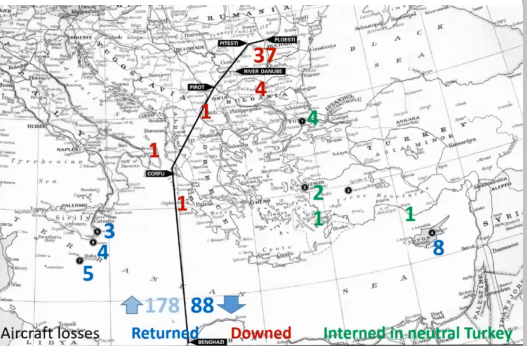


Team Krulak had big plans for outreach in the final months of AY21: roadshow visits to FMF units in Hawaii and Okinawa, open wargaming events and lecture series at home. And then, as it did for virtually the entire world, COVID-19 changed those plans dramatically. But we were fortunate in that our extensive digital connections across our community of interest opened new opportunities for engagement, even as the unforeseen events closed others. We did our best to find creative ways to get our team's knowledge in front of our students, faculty, and community of interest, even if that was through an iPad screen rather than in person.



**Top: Maj Jared Cooper joins the Center for Adaptive Warfighting and the DoD Intel Community to share the latest in innovative thought from the KC**  
**Bottom: Dr. Amin Tarzi addresses the Middle East Institute**

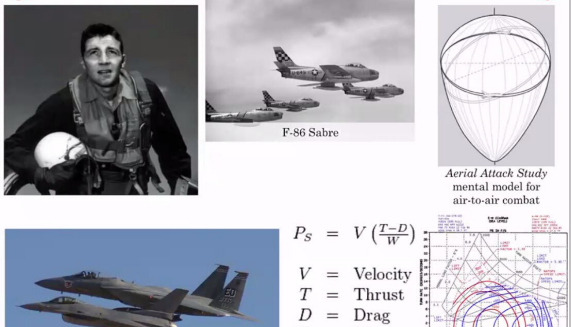
# VIRTUAL OUTREACH



**Top: Director Valerie Jackson joins the Atlantic Council to discuss fiction and future war**



Finally, we undertook a collaborative virtual "call to action" with several partners to deeply examine the concepts underlying "operations in the information environment." Partners included the office of the Deputy Commandant for Information, Ender's Galley, Marine Corps Information Operations Center, MARFORCYBER, and the Commandant's Strategist Program. The entire discussion may be found on the Marine Corps Gazette's website.

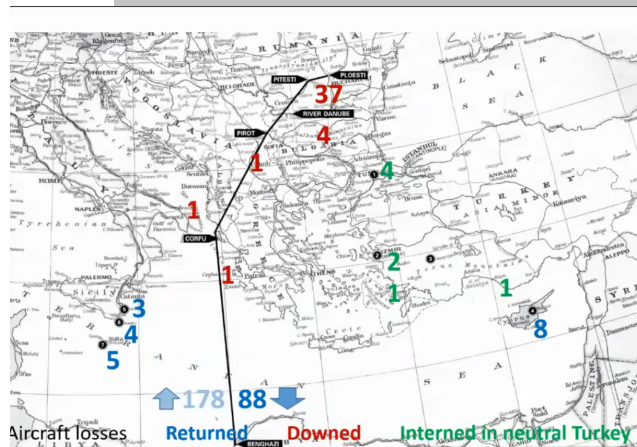


**Maj Ian Brown joins JINSA to assess the conflict theories of John Boyd**

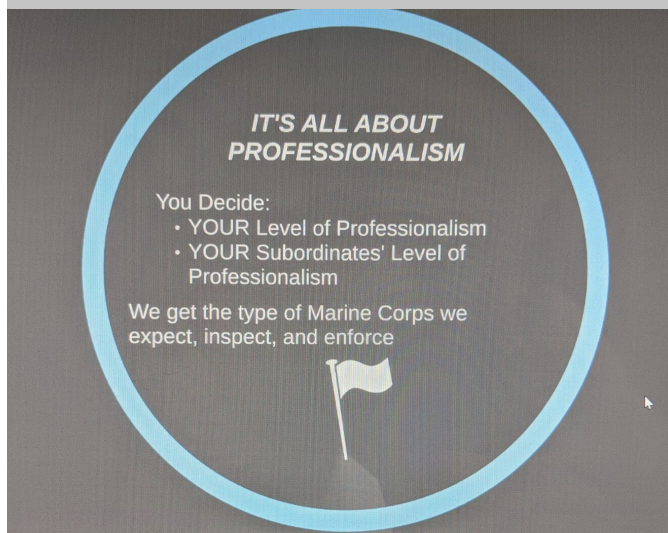


# BRUTETALKS & BRUTECASTS

If there's one benefit to the ongoing global pandemic in the 21st Century: it's the ability to continue providing valuable learning experiences through online, virtual platforms. The KC didn't skip a beat, providing online education and opportunities for enlightening discussion via BruteTalks and BruteCasts!



Mr. Don Bishop revisits the 1943 Ploiesti air raid in his #BruteCast



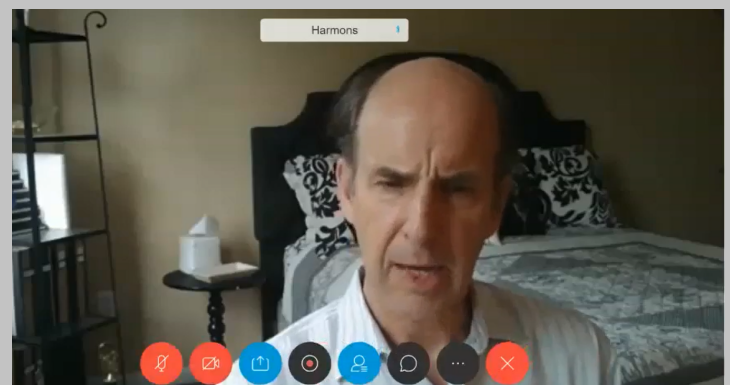
MajGen William F. Mullen, CG TECOM, presents his "PME on PME" in a #BruteCast

“Retweet, Hell”

Social Media and the Future of Enlisted PME

By Major Timothy Riemann  
School of Advanced Warfighting

The BruteTalk is back! Maj Timothy Riemann shares his creative ideas about incorporating Social Media into PME



Dr. Christopher Harmon discusses Asian terrorist groups in a #BruteCast

# Coming Soon

## July 2020

MCU Student Matriculation  
KC wargaming overview and support to incoming faculty  
Ongoing BruteTalks and BruteCasts...stay tuned!

## August 2020

Barrow Fellows and Krulak Scholars resume!  
Connections 2020 (Wargaming Conference)

## September 2020

MORS Conference on AI and Emerging Technologies



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Contact the Krulak Center at [The\\_Krulak\\_Center@usmcu.edu](mailto:The_Krulak_Center@usmcu.edu) with questions or newsletter articles.

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