



JANUARY 2019, ISSUE 2

MARINE CORPS UNIVERSITY



# The Brute Krulak Center for Innovation and Creativity

*Quarterly Newsletter*

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## From the Director

Valerie Jackson

What a half year it's been! I continue to be amazed with the talent, professionalism, and dedication of the staff at the Krulak Center. At the new year, we warmly welcomed the Middle East Studies powerhouses of Dr. Amin Tarzi and Mr. Adam Seitz. All of our Chairs and our Operations Officer are teaching or involved in electives at Command and Staff College, and our partnerships with outside agencies continue to grow. As an example, on very short notice, Dr. Chris Yung spearheaded an "Essence of Chinese Strategy" academic symposium with the Marine Corps Warfighting Lab. Its results will directly inform the Joint Working Group planning efforts. We've also hosted speakers and guests, ranging from Deputy Commandants, to royalty, to cognitive decision making experts, to esteemed publishers. Students continue to seek out our experts, enter our essay contests (thank you MCUF!), leverage our newly-renovated spaces, and take advantage of our substantive, additive programming. From the Krulak Center, we have built up a head of steam, and look forward to seeing many of you at our official Ribbon Cutting on 27 March. Thanks for your continued support!

Semper Fi -  
Val



# An Office Re-organized

November 2018

The Krulak Center received its new furniture and collaboration tables at the beginning of November. What was once a random collection of office furniture, tables and chairs is now an up-to-date, organized collaborative workspace. In addition, the Krulak Center worked with the National Museum of the Marine Corps (NMMC) to create two professional displays: one is a testament to the life and contributions of LtGen Victor Krulak and the other is a history of innovation in the Marine Corps in the air, land, and sea domains. Temporary displays were installed by the NMMC in November. Through the generous financial support of the Marine Corps Heritage Foundation and continued support from NMMC, these displays are currently being upgraded into museum quality works of art that will be on display here at The Krulak Center for years, if not decades to come. One of these displays will be unveiled for the first time during our Ribbon Cutting Ceremony on March 27th.



"You cannot defeat an idea  
with a bullet."

LtGen Victor Krulak



# Notable Events

## December 2018 - LORD Lecture and Essay Contest Winners

In conjunction with the LORD lecture, the Krulak Center with Marine Corps University Foundation (MCUF) sponsorship held the second in a series of essay contests. The essay contest's theme was emerging technologies and how they are shaping and defining tomorrow's battlefield. The winners were provided monetary prizes for first, second, and third place thanks to MCUF and the generous donation from the First Special Basic Class 1950.



*Left to right:*

LtGen Richard P. Mills, USMC (Ret.), President and Chief Executive Officer of the Marine Corps University Foundation; Admiral Jonathan W. Greenert, USN (Ret.), 30th Chief of Naval Operations; Gen Alfred M. Gray Jr. (Ret.), 29th Commandant of the Marine Corps; Capt M. P. Magyar, 1st Place; Capt J. Cole, USAF, 2nd Place; Capt M. S. Hanks, 3rd Place; Gen James F. Amos (Ret.), 35th Commandant of the Marine Corps; BGen William J. Bowers, President, Marine Corps University.

# Notable Events

## November 2018 - MEF Information Group (MIG) Cyber Wargame

J.D. Work and Dr. Brandon Valeriano of the Krulak Center supported the MIG OAG in November 2018 by leading and facilitating a crisis response wargame which included cyber operations. The discussion centered around whether to escalate, conduct a proportional response, or de-escalate in the current crisis.



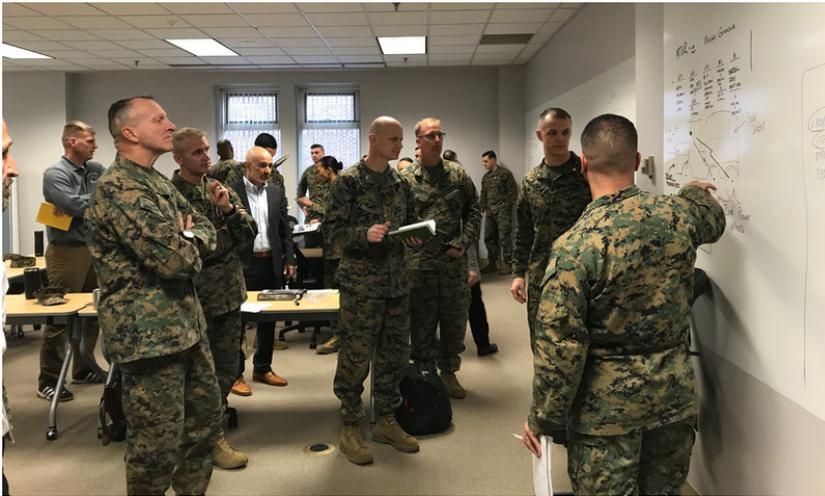
Dr. Brandon Valeriano (top photo: standing), Bren Chair for Armed Politics, and Mr. J.D. Work (top photo: sitting far left), Bren Chair for Cyber Security and Conflict, facilitate the MIG OAG Cyber Wargame.



# Notable Events

## December 2019 - E&ISP Project Prototyping

The MCU Energy and Innovation Scholars Program (E&ISP) met at the Krulak Center in early December to develop and refine their ideas for energy and logistics improvements in the Marine Corps while beginning their exposure to entrepreneurial methodologies such as the Lean Launchpad process. LtGen Charles Chiarotti, Deputy Commandant for Installations and Logistics (DC I&L), spoke to E&ISP students about the logistics way ahead for the Marine Corps, and then received pitches from each E&ISP team regarding their specific energy and logistics initiative. Several teams expect to refine and submit their proposals to the FY19 2nd Quarter Commandants Innovation Challenge: Sustain the Expeditionary Force with Logistics Integration Division as the lead agency.



LtGen Charles Chiarotti receives a pitch from an E&ISP team.

Dr. Mike Baskin leads the E&ISP teams as they refine their ideas prior to delivering their project pitch.





# Bren Chair Writings

The following is an excerpt from an essay written by Dr. Harmon. The rest of the story can be found at the link at the bottom of the page.

## How do We Learn?

By Dr. Christopher C. Harmon, Bren Chair of Great Power Competition

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How is it that we anticipate a coming threat, so as to understand and meet it?

Unusually, the danger may be new. The Internet was revolutionary, so cyber attack is largely a new threat to us. It cannot be met by hiring more postal inspectors but must be considered and defeated by other experts—many quite young -- in very arcane and technical fields. That is true even though collective response may also be shaped by senior leaders and thinkers whose experience with traditional strategy problems is far longer. More usually, a “new” danger reflects older threat patterns. So, what we already know can be matched with copious imagination, as well as that special prudence that envisions how a new problem fits into wider circumstances and longer-term questions.

Consider the similarity between the 1930s bomber fleets that threatened Europe and the more recent challenge of intercontinental ballistic missiles. Winston Churchill had heard all the arguments that “the bomber will always get through” but he and a few British scientists such as R. V. Jones and Frederick Lindeman declined pessimism; they sorted out the problem in the early 1940s, becoming able to take down unnumbered Luftwaffe bombers with varied tricks and tactics and new shells. So when the ICBM came along, aging British strategists and weapons specialists were in splendid position to challenge contemporaries to figure out how to knock those speedier threats down too.

Across the Atlantic, Ronald Reagan and defense planners could learn by the analogy, not just with new research and development. Reagan’s own bold 1983 Strategic Defense Initiative, publicly ridiculed by hundreds of scientists who could only see the difficulties, turned out to be practical after all; SDI is now well-known to have helped win the Cold War, as surely as a version of it shields Israeli territory today.

This “flying peril” example suggests how we can be ignited by fresh new thoughts when considering older innovations or problem-solving. The continuities in human affairs and strategic problems are immense, and command such thinking because, in fact, the brand “new” often isn’t. I worked for several good years for a Director of Command and Staff College at Marine Corps University who loved that saying “If you want a new idea, read an old book.” He was a creative, forward-leaning thinker, and there was always a history book on his list of reading for that month. Something of this approach to learning and thinking is suggested by the keeping of certain “old” books on each “new” issue of the Commandant’s Reading List.

In our day a seemingly new challenge is the female terrorist....

...finish reading the essay by clicking [HERE](#).

# Center Highlights

**NOVEMBER** – (Top right) Prince Michael of Kent, cousin to Queen Elizabeth II, paid a visit to the Krulak Center. Prince Michael was on campus to discuss allied cyber education synergies.

(Bottom left) The Krulak Center hosted **Dr. Dave Snowden**, Founder and Chief Scientific Officer, Cognitive Edge, Director Cynefin Centre University of Wales, who gave an outstanding lecture on complexity theory to a room full of military and civilian professionals.

*Left to right:*  
Adam Seitz, Dr. Christopher Yung,  
Prince Michael of Kent, LtCol Matt Chambliss,  
Donald Bishop, & Dr. Chris Harmon

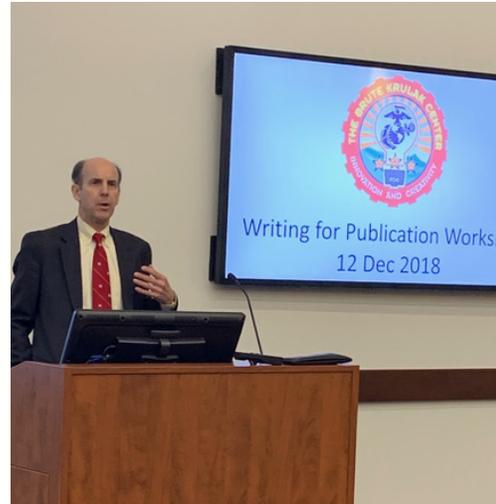


Dr. Dave Snowden discusses complexity theory in the Krulak Center's collaboration room.

# Center Highlights

**DECEMBER** – For many who work hard at their writing, it is a different kind of challenge to know where and how to publish the fruits of all the work. So **Dr. Chris Harmon** brought together top people in publishing and successful authors to work with MCU on how to get good writing along the path to print. The workshop featured presentations by visiting experts on approaches to take, errors to avoid, and tips for writing for different media: opinion pages, journals, and books. The presentation was followed by break-out sessions for discussion of sub-topics and opportunity for one-on-one discussion with an author, editor, or publisher.

**Dr. Chris Harmon**, Bren Chair of Great Power Competition, addresses the audience during the Writing for Publication Workshop.



*Left to right:*

Dr. Williamson Murray, Ambassador Anthony D. Marshall Chair of Strategic Studies, MCU; Angela Anderson, senior editor and branch chief for MCU Press and the *MCU Journal*; William Finan, director of Brookings Institution Press in Washington, D.C.; Dr. James S. Robbins, Senior Fellow for National Security Affairs at the American Foreign Policy Council and a columnist for *USA TODAY*.

# Center Highlights

**JANUARY** – (Top left) Dr. Christopher Yung in coordination with the Marine Corps Warfighting Lab (MCWL) Directorate hosted a China Symposium at the Gray Research Center. The two day event focused on "Understanding the Essence of Chinese Strategy" through presentations and group discussion.

(Bottom right) Mr. John Chwat, senior vice president at the McKeon Group, and Mr. Howard McKeon, President of McKeon Group and son of Congressman Howard P. "Buck" McKeon (former chairman of the HASC), tour the Krulak Center. Mr. Chwat received a letter of acceptance from the Library of the Marine Corps for his donation of several books.



Dr. Christopher Yung addresses the audience at the two day China Symposium.

*Left to right:*  
Donald Bishop, Dr. Chris Harmon, Maj Rob Arant, Adam Seitz, Valerie Jackson, Howard McKeon, John Chwat, LtCol Matt Chambliss, LtCol and Mrs. Wayne Cox (USMC, Ret.)



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# Center Highlights

**JANUARY** – Mr. Mike Weeks presented a seminar sponsored by the Krulak Center in January 2019. He is a coach, trainer, and speaker who specializes in peak performance coaching for people in high-pressure workplaces and environments. Mr. Weeks has designed and delivered training for leadership, personal effectiveness, advanced communication, developing creativity, well being, resilience, modeling excellence and performance under pressure.



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## Command and Staff College Elective Support

Krulak Center personnel supported Command and Staff college by teaching the following electives:

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

Dr. Amin Tarzi - The State of Israel in Context, 1958-2018

Dr. Brandon Valeriano/Mr. Donald Bishop - Modern Political Warfare: Cyber and Information Operations (An example of student work is located on the next page.)

Dr. Christopher Yung - Chinese Strategic Thought from Sun Tzu to the Present

Dr. Mike Baskin - Energy, Security and Innovation

Maj Riemann/Dr. Antonoff - Where Good Ideas Come From

Mr. J. D. Work - Cyber Operations, Intelligence and Conflict



# Center Highlights

## Visualizing Russia's Hybrid Threats

By Commander Juan Espindola, Navy of Argentina

Student in Modern Political Warfare: Cyber and Information Operations

*[Commander Espindola, a student at the Command and Staff College, is in the elective class on "Modern Political Warfare: Cyber and Information Operations" led by two of the Bren Chairs in The Krulak Center, Brandon Valeriano and Donald Bishop]*

In my Command and Staff College elective on "Modern Political Warfare: Cyber and Information Operations," I briefed the report prepared by the Special Rapporteur of the United Kingdom, Lord Jopling, to the Committee on the Civil Dimension of Security (CDS) of the NATO Parliamentary Assembly in 2018.

Lord Jopling's report reviewed hybrid war, responses by different European governments and agencies, and recommendations to counter five kinds of threats -- Political Interference, Kinetic Operations, Disinformation and Propaganda, Cyber and Electronic Warfare, and Others.

For my own presentation, I thought a visual graphic was needed, using the time structure of a clock as a frame. Russia was placed in the center of two concentric circles, red and black.

I placed the threats of Political Interference from twelve o'clock to three o'clock. In the red outer ring are actions related to interference of elections – the 2016 U.S. presidential elections, the United Kingdom's "Brexit" from the European Union, the French elections of 2017, and the referendum for the separation of Catalonia from Spain. I also placed the activities carried out by Russia to favor German political parties close to Russian minorities in that quadrant.

The quarter circle from three o'clock to six o'clock includes Kinetic Operations. In the outer ring are the actions committed by armed men. This includes the operations of the Russian special forces without identification on their uniforms at the time of the invasion of Ukraine. The outer ring also includes actions carried out by the mercenaries of the Wagner Group, mainly in Syria but also in some African nations. The inner circle includes the attack on Russian citizens in the United Kingdom using chemical substances, along with massive operational exercises to mask an invasion.

Activities from six o'clock to eight o'clock are related to Disinformation and Propaganda. Here are the Sputnik and Russia Today channels "weaponizing the media" to discredit the West.

Cyber and Electronic Warfare fit from eight o'clock to ten o'clock. Cyber includes the attacks on the French TV channel Monde, the German Parliament, and the Ukrainian financial system. Electronic Warfare embraces attacks against installations of the Baltic countries and Norway's GPS while Russia was holding operational exercises near the border.

Finally, in the cone from ten o'clock to twelve o'clock, Other Types of Hybrid Threats are presented. These include coercive actions towards other countries employing energy companies, with the possibility of collaboration with computer companies such as Kaspersky. In the ring near the center is the possibility that the Russian Navy is increasing its activities to interrupt submarine cables and is employing intelligence ships (such as those of the Yantar class) with greater assiduity.

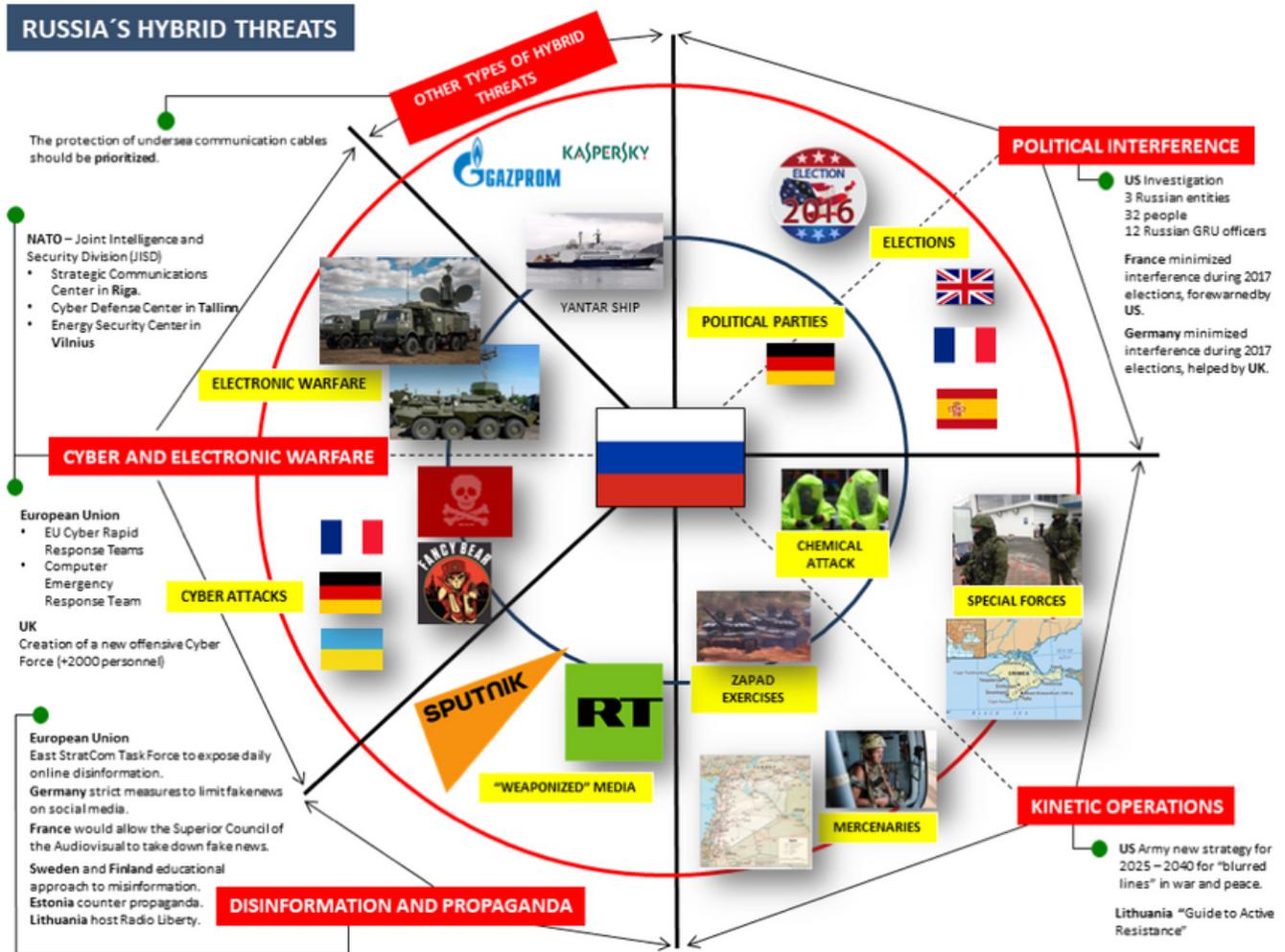
Finally, the green dots outside the circle account for actions, individually and coordinated, to counteract the hybrid threats of Russia.

# Center Highlights

## Visualizing Russia's Hybrid Threats

By Commander Juan Espindola, Navy of Argentina

Continued from previous page.





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# Coming Soon

## **FUTURE EVENTS**

**February 13 - March 5, 2019** - The Krulak Center will host the annual Sea Dragon wargame. This wargame will focus on fighting a futuristic MAGTF employing concepts like manned/unmanned teaming, artificial intelligence, and swarming. Teams composed of students from each MCU school will compete against each other in a tournament style bracket play. The winning team will receive a Spartan Shield replica, which is displayed at the winning school.

**March 27 , 2019** - Marine Corps University (MCU) is hosting phase I of its second annual Innovation Summit. The day will begin with a ribbon cutting ceremony for the Brute Krulak Center for Innovation and Creativity. Guests will include General Charles C. Krulak, USMC (Ret.) and various other VIPs. Following the ribbon cutting, a three person futurists panel will discuss Innovation and the Future of Warfare. The day will end with technology demonstrations by MIT's Lincoln Labs.

**April 24, 2019** - Marine Corps University (MCU) will host phase II of the second annual Innovation Summit. Former Commandant of the Marine Corps, Gen. James Jones will provide remarks and a question and answer period followed by various student presentations that demonstrate creative problem solving skills and innovative thinking applied to real world security issues.

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