

Can You Beat a Marine?

The case for decision games in Marine Corps recruiting

by Damien O'Connell

Jon Galvan, an eighteen-year-old high school senior, stepped into the din of the job fair. With two months to graduation and hungry to experience “the real world” before college, he wanted to find more than just an interesting, good-paying job. He wanted something challenging, something that would make a difference.

Jon's eyes darted to a large sign tucked away in the back of the room. In scarlet and gold letters, it read: “Can You Beat a Marine?” “Beat a Marine,” Jon said aloud, “What's that about?” Jon had heard about Marine Corps recruiters challenging people to pull-up contests. An avid and accomplished athlete himself, he felt game for a test and made his way over.

As Jon neared the recruiters' booth, he heard laughter mixed with what sounded like banter. “Dang!” someone shouted,

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“You killed our helicopters!” More lighthearted back-and-forth ensued. Jon quickened his steps, and when he arrived at the booth, what he saw surprised him. Next to a set of pull-up bars stood a table with two recruiters and four people about Jon's age huddled around a map. They were looking over small wooden blocks representing different kinds of military units. The realization then hit Jon: he was watching a game. A gamer since he could remember, Jon played everything from Dungeons and Dragons to Combat Mission and Call of Duty. The two Ma-

rines turned around for a few moments, quietly conferring with each other. Their opponents did the same. Jon could make out only bits and pieces of the conversations.

“We need to send the reserve against that gap at the wadi. They won't see it coming. They're completely focused on the MSR [main supply route].”

“Guys, we're kicking the Marines right now. We killed their helicopters, and our tanks will take the town in the next two turns. Get ready to collect those challenge coins.”

The Marines turned back around. “You guys ready?” The fighting resumed. The Marines won the dice roll to determine who went next and began calling out moves. “We're pushing two infantry companies to the MSR here and here in order to block your tank column. And we're sending our light armored vehicle company through this dry wadi to attack your logistics train. Without the fuel in those trucks, your tanks will grind to a halt.” The opponents' cocksure expressions vanished. The Marines began rolling attack dice. “5, 5, 6—all hits!” one shouted. The logistics train had been destroyed; the town now lay beyond the reach of the tanks. With wide grins, the Marines picked the pieces off the map. The other side of the table sat speechless. “That,” one of the recruiters said, “is what the Marines call exploiting a gap and gaining an advantage. If you think you have what it takes to do this in real life, come on down to our office.”

Jon didn't need to hear anything else. He had found what he was looking for.

Marine Corps Recruiting Command (MCRC) should implement games, and specifically decision games, into its recruiting efforts.¹ Americans love



The job fair seemed like a good place to find an interesting job after high school graduation.

(Photo by Sgt Jake McClung.)

games. According to a 2019 report on the computer and video game industry by the Entertainment Software Association, 65 percent of American adults play video games.² 75 percent of Americans have at least one video gamer in their household.³ Within 2018 alone, between content and hardware, Americans spent over \$40 billion on the computer and video game industry.⁴ In recent years, eSports, or competitive gaming, have become highly popular. ESPN now covers eSports, and even many universities and colleges offer scholarships to competitive gamers.⁵

The Army and Air Force have already moved to take advantage of the popularity of digital games. The Army Recruiting Command recently created an eSports team made up of active and reserve Soldiers designed to help “connect to young people and show them a side of Soldiers they may not expect. This initiative [the Army hopes] will help make ... Soldiers more visible and relatable to today’s youth ... [and] address the growing disconnect with society.”⁶ Not to be outdone by the Army, the Air Force Academy has stood up its own eSports team.⁷ The Air Force has also been developing a gaming application designed to attract eligible members of Generation Z and leverage big data to help find potential recruits with critical skills.⁸

America’s love for games extends far beyond screens, buttons, and keyboards, however. Tabletop games have experienced a renaissance in recent years. As of December 2016, boardgame sales are on the rise—thanks to Millennials (people ages 23-38)—and industry experts expect tabletop popularity to continue to grow worldwide.⁹ Indeed, according to some estimates, the global market value of tabletop games is \$7.2 billion and is expected to rise to \$12 billion by 2023.¹⁰ In the United States, even classic pen-and-paper role-playing games like *Dungeons and Dragons* have seen an explosion of mainstream interest in recent years. This has been driven in part by members of Generation Z (people ages 7-22)—the age group the Marine Corps will recruit from most over the next 10 to 15 years.¹¹

MCRC has not yet taken any serious steps to use games, digital or otherwise,

to help recruit Marines. Over the years, Marines such as Maj John Schmitt, Maj Bruce Gudmundsson, USMCR(Ret), Col Eric Walters, USMC(Ret), LtCol Brendan McBreen, USMC(Ret), and LtCol Greg Thiele, USMC(Ret), have championed the use of decision games as training and educational tools.¹² In 1997, then-Commandant Charles Krulak issued an order, *Marine Corps Order 1500.55: Military Thinking and Decision Making Exercises*, calling on all Marines, “Regardless of MOS, duty assignment, or location ... to participate in daily Military Thinking and Decision Making Exercises.”¹³ The order also sanctioned the use of government computers to play approved wargames.¹⁴ The new Commandant, Gen David H. Berger, certainly sees the value of decision games. In his *Commandant’s Planning Guidance*, Gen Berger declared that the Marine Corps

need[s] to make far more aggressive use of [wargaming] at all levels of training and education to give leaders the necessary ‘reps and sets’ in realistic combat decision-making.¹⁵

He further states, “Everything begins and ends with the individual Marine” and that the Corps “must focus on recruiting; educating and training.”¹⁶ If the Marine Corps is serious about fulfilling Gen Berger’s guidance, it should use decision games to help attract, inform, and recruit people into its ranks.

The Marine Corps could certainly use the help. Every year, it must find over 30,000 Americans to become Marines.¹⁷ Of all the Services, the Marine Corps has both the youngest population, with 60.4 percent of Marines being sergeants and below, and the highest turnover rate.¹⁸ If this were not enough of a challenge, analysts and experts argue that the Corps currently faces other serious obstacles in recruiting. With a strong economy and the constant lure of high-paying jobs in the private sector, young people are reluctant to join the military, and general interest in the Service has hit its lowest point in a decade. Just eleven percent of young Americans say they would serve.¹⁹ It gets worse for the Corps. Only five percent of young Americans are interested in becoming

Marines.²⁰ Furthermore, 75 percent of military-age Americans are ineligible for service because of health, education, or legal reasons. This leaves the Corps in a more difficult position, as it must still compete with the other Services for the small remaining number of potential recruits.²¹

Decision games offer a partial solution to these problems. Decision games could provide a host of benefits to recruiters and officer selection officers (OSOs), creating opportunities for recruiters and OSOs to connect with young people, get to know them, and develop meaningful bonds that help lead to enlistments and commissions. For example, “Board games,” according to Dr. Alex de Voogt, a world expert on board games,

serve as social lubricants, facilitating interactions between different groups of people ... For at least five thousand years, they have connected people across generations.²²

Games also provide a simple but effective way to help explain what the Marine Corps is, what it does, and how it contributes to the Nation’s defense. They can be used to introduce the Marine Corps’ warfighting doctrine, concepts, and terms. They could be used to develop the abilities of poolees and candidates to decide under pressure; think critically and creatively; communicate clearly, concisely, and confidently; and lead others. They can help teach terrain appreciation, techniques, procedures, conventions, military history, and many other subjects. Games can also be used as leadership screening tools. One way to do this could involve local, regional, and national wargaming tournaments and online wargame competitions, with the most skilled decision makers rising to the top.

Decision games can also positively contribute to the public image of the Marine Corps. Much like the Army’s efforts with its eSports team, the Marine Corps can use decision games to help “connect to young people and show them a side of ... [Marines] they may not expect ... [such an] initiative [could] ... help make ... [Marines] more visible and relatable to today’s youth.”²³ The same



Gen Charles Krulak, as Commandant, ordered Marines of all MOSs to participate in decision making exercises. (Photo by LCpl Tojyea Matally.)

could be said of the parents of potential Marines, a key factor in many young peoples' decision to join the Corps. The Marine Corps could even run a decision game-aided recruiting campaign focused on decision making, critical thinking, and problem solving. Few Americans—parents included—could argue with the necessity for and cultivation of such skills in our modern and chaotic world. Even MCRC's current recruiting pitch, "Battles Won," which focuses on the "irreducible essence of the Marines, individually and collectively ... [and] the willingness to engage and the determination to defeat an opposing force whether personal or on behalf of our nation and its communities," would take on new levels of meaning through decision games by making these values come alive for potential recruits and candidates.²⁴

Decision games would professionally develop recruiters and OSOs. Recruiting is an unforgiving job, filled with countless phone calls, demanding quotas, and long hours. According to MCRC, Marines on recruiting might make "as many as 10,000 contacts with prospects to deliver 50 Marines to the operational forces in a typical three-year tour."²⁵ That is close to seventeen enlistments or officer contracts a year or 1.4 a month.

With challenges like this, successful recruiters and OSOs must focus all their efforts on meeting their mission. As a result, they rarely have time to develop their decision-making skills or engage in other kinds of professional development. Decision games could alleviate this. If recruiters and OSOs used decision games as tools in their recruiting efforts, discussions of decision making and warfighting would become part of their everyday routine. Recruiting offices could partner with Junior Reserve Officer Training Corps and Reserve Officer Training Corps units to host decision game sessions and wargaming tournaments. In the course of these events, recruiters and OSOs would talk constantly about decision making and warfighting. After three years of such activity, they themselves would return to the fleet more confident and knowledgeable decision makers and warfighters. Hosted events could further help recruiters by decreasing the number of individual contacts they would have to make. Recall the main character in the introduction to this essay. He was attracted to the Marine booth by virtue of his interest in games and desire for a challenge. Recruiters at hosted events could also leverage social media and word of mouth from poolies and can-

didates to generate interest and awareness. With fewer individual contacts to make and additional opportunities to make them, recruiters would find themselves *less overworked and burnt out*. Who could protest this?

MCRC should adopt several kinds of decision games to use at recruiting stations, sub-stations, officer selection sites, pool functions, and job fairs. These should include tactical decision games (TDGs), decision-forcing cases (DFCs), commercial wargames (digital and tabletop), and other kinds of simulations. Whatever form they take, the games should be simple, accessible, and engaging—able to capture the attention and imagination of young Americans.²⁶

Where would MCRC get these decision games? Plenty of TDGs and DFCs already exist that recruiters could access, modify, and use free of charge.²⁷ As far as wargames go, recruiters could draw from a massive range of digital and tabletop selections. For digital games, they could start with *StarCraft II*, the *Close Combat* series, *Company of Heroes II*, and others.²⁸ For tabletop games, recruiters could use the highly popular World War II game *Memoir '44*, which is currently being used regularly and to good effect by two rifle companies in 2d Battalion, 2d Marines, or the *Pub Battles* series by Command Post Games, which is used in instructor development workshops across Training and Education Command.²⁹

The cost of purchasing commercial wargames would be relatively small. For example, to buy two copies of the core game of *Memoir '44* for all 48 recruiting stations, 574 recruiting sub-stations, and 71 officer selection sites would cost \$65,142.—with each copy priced at just \$47.³⁰ MCRC could also develop its own tabletop game specially designed for its needs. By using something like the *Pub Battles* system, MCRC and the Marine Corps History Division could partner and use open source maps and 3D printers to provide recruiters with a low-cost, highly engaging, and adaptable game. Recruiters could even provide potential recruits with "take home" copies of games. The potential recruits could further be encouraged to reach back out to recruiters about the

decisions and experiences they had in the games.³¹ If recruiters wanted to use a popular digital game—say, for head-to-head matches with potential recruits at recruiting stations or events (or even against each other)—they could start with *Starcraft II*, which became free-to-play in November 2017.³² They could also avail themselves of other popular free-to-play games like *Fortnite*, *PlayerUnknown's Battlegrounds*, *Apex*, *War Thunder*, *Hearthstone*, and others. Each of these games would need to be played in such a way as to focus on decision making and related themes, and debriefs would have to be conducted, but this would be the role of the recruiter or OSO facilitating the matches. Thus, between these games, *Memoir '44*, and the previously mentioned TDGs and DFCs, MCRC could equip all of its recruiters and OSOs with a wide range of decision games for less than \$66,000. Some might object to this price tag, but readers should recall that the price of *one* joint light tactical vehicle runs about \$399,999.³³ \$66,000 is a rounding error compared to many other things in the Marine Corps budget.

There are additional costs and challenges, particularly with digital games. For instance, digital games require computers, and MCRC cannot install games on its Recruiting Command Enterprise Network (RCEN) devices, nor can recruiters even access gaming-related websites on the RCEN. Recruiting offices also lack commercial Internet access.³⁴ Solutions to these problems are limited only by imagination, however. For hardware, MCRC could amend its policies and allow recruiters to install games on their RCEN computers, citing Gen Krulak's *MCO 1500.55* as justification. It could also team with the Defense Logistics Service's Disposition Services to acquire computers and other devices scheduled for disposal.³⁵ While MCRC would need to ensure that the devices had compatible operating systems with the games to be used, and occasional game patches and software upgrades would need to be installed, both of these problems could be overcome. When it comes to operating and maintaining the machines, each recruiting station could tackle these challenges in their own

way. For RCEN's Internet restrictions, MCRC could amend its policies for gaming and gaming-related sites, again drawing on *MCO 1500.55*. For the lack of commercial Internet, MCRC could give permission for recruiting offices to use local area networks. If MCRC were willing to spend money, it could also install WIFI in its recruiting offices. While the author does not have the data necessary to calculate the costs of installing and maintaining commercial WIFI in every recruiting office, it is reasonable to suspect that the bill would, again, pale in comparison to other expenditures the Marine Corp regularly makes. Finally, MCRC could also team up with the Office of Naval Research to acquire copies of programs like Interactive Tactical Decision Game (ITDG). A web-based program with low hardware requirements, ITDG could be installed on nearly any computer and run using any major web browser. By means of a local area network, poolees and officer candidates could use their personal devices to log on to an ITDG server and fight scenarios.³⁶

Of course, the key to successfully incorporating decision games into recruiting is the recruiters and OSOs themselves. They need to know how to correctly facilitate various kinds of games as well as employ them creatively and effectively. The simplest solution

might be to incorporate decision games and classes on their facilitation and development into Recruiters School and the officer equivalent. An alternative could involve MCRC creating a course, perhaps in cooperation with Training and Education Command, teaching the fundamentals of decision game facilitation and development. This course could be offered in the form of a traditional workshop or as a distance education program seminar. A seminar would especially lend itself to decision games with digital and online components.³⁷ A third option could involve adding decision game facilitation and development as a collateral duty for career recruiters. As the Marines with the most recruiting experience, and those who serve as points of continuity in a field that sees high turnover, they might be best positioned to serve as in-house decision game experts. Naturally, each of these options would take time to develop and fund.

In the meantime, however, MCRC does not need to wait for any course or collateral duty to begin experimenting with decision games. It can start today. As of this writing (1 December 2019), MCRC has 18 former instructors and staff from The Basic School (TBS) leading recruiting stations. Three more former TBS staff members will take over recruiting stations in the



The cost of commercial wargames would be relatively small. (Photo by Cpl Timothy Hernandez.)

near future, and at least two other current station commanders are intimately familiar with decision games.³⁸ Each of these commanders has experience facilitating and, in some cases, developing decision games. With command support, they could begin teaching the nuts and bolts of decision games to their staff through all-hands PMEs. Indeed, the commanders could even use decision games focused on recruiting to familiarize their staffs with decision games. Furthermore, through a simple closed Facebook group (or government social media sites like milSuite), commanders could create a community of practice where they share with each other and MCRC their successes, challenges, questions, and resources, creating something akin to a living after-action report.

It should be noted that some individuals within MCRC already use decision games—and to good effect. In the Marine Corps Leadership Seminar, a one-day event aimed mostly at college students, decision games form the program’s most effective tool.³⁹ According to Dr. Kenneth D. Dunn, the seminar’s director and a retired Marine colonel, “Students/participants routinely tell us that our decision games are the most worthwhile tools in our package.”⁴⁰ The most prominent example of decision game use, however, is Maj Will Kerrigan, the Commanding Officer, Recruiting Station Baton Rouge. Kerrigan has conducted several “Tactics Tuesdays,” which consist of video recordings of himself presenting a simple TDG on a white board. The most recent of these sessions, posted to Kerrigan’s LinkedIn page, received an impressive response: 176 reactions (e.g., “likes”) and 7,517 views.⁴¹ That same video drew an even greater reaction on Instagram: 11,369 views.⁴² A previous Tactics Tuesday Instagram post clocked in 6,194 views.⁴³ Imagine what these numbers would look like if every recruiting station did something similar with decision games. Taking a step further, what if recruiters and OSOs livestreamed matches against prospective recruits and candidates in *Starcraft II* or *Memoir 44* as part of “Can You Beat a Marine?” events like the one that opened this article? The

move would require virtually no financial investment, since the Marines would use free software and community streaming services. Both the response from eligible recruits and return on investment could be massive.

Conclusion

The data is clear: Americans love digital and tabletop games. The Army and Air Force have picked up on this and seek to use digital games to attract, inform, and recruit new members into their ranks. The Marine Corps cannot sit by idly as this happens. With the Corps’ popularity the lowest it has been in a decade, and its relevancy regularly questioned, the Marine Corps must take advantage of every tool available to survive. Decision games provide one such tool. They offer a host of benefits, both for recruiting efforts and for the professional development of recruiters and OSOs themselves. By moving quickly and at relatively little cost, MCRC could equip its recruiters and OSOs with decision games to help inspire the next generation of Marines. Indeed, these tools could be the key to finding and recruiting the Dalys, Lejeunes, and Mattises of tomorrow, and thus keep the Corps manned to fight and win the Nation’s future battles.

Notes

1. The author defines decision games as tactical decision games, decision-forcing cases, decision-forcing staff rides, wargames (both digital and analog), and other kinds of simulations focused on decision making.
2. Entertainment Software Association, “2019 Essential Facts About the Computer and Video Game Industry,” (May 2019), available at <https://www.theesa.com>.
3. Ibid.
4. Ibid.
5. Billy Mitchell, “Army Launches Competitive Esports Team as a Recruiting Tool,” *FedScoop*, (January 2019), available at <https://www.fedscoop.com>.
6. “Army Launches Competitive Esports Team as a Recruiting Tool.” See also U.S. Army Esports Team website available at [\[ing.army.mil\]\(https://www.fedscoop.com\). According to the *Fedscoop* article, the Army’s eSports members “will be a hybrid of a professional gamer and a soldier. They’ll still be required to conduct physical training and maintain weapons qualifications and other certifications. On the other hand, they’ll also continually train in their specialty: video games.” Soldiers will spend three years in this capacity with the Marketing and Engagement Brigade, of the Army Recruiting Command, at Fort Knox, KY. While it might be hard to imagine the Marine Corps doing anything similar, this does show just how serious the Army is about eSports and their potential as recruiting tools.](https://recruit-

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7. Jennifer Spradlin, “Air Force Academy eSports Team Wraps up 1st season,” United States Air Force Academy, (March 2019), available at <https://www.usafa.af.mil>.

8. Caroline D’Agati, “Gaming: The Air Force’s Newest Recruitment Tool,” *Clearance Jobs*, (June 2018), available at <https://news.clearancejobs.com>. According to this article, “the U.S. Air Force hopes to leverage Big Data to not just entertain potential recruits but identify them. The game could be designed to test for the ability to code. It could also examine courage, flight skills, and reaction time.” Further, “the games use a lot of biometric data, follow exact movements and show the skills in which that player excels. By tracking that player’s IP address, Air Force Officials could identify the players and reach out to them, their parents, or their school with an offer for recruitment that is uniquely suited to that player’s talents.” See also Stephen Losey, “‘Ender’s Game’ Meets Air Force? The Service is Working on a Video Game to Find Potential Recruits,” *Air Force Times*, (May 2018), available at <https://www.airforcetimes.com>.

9. Michael Dimock, “Defining Generations: Where Millennials End and Generation Z Begins,” Pew Research Center, (January 2019), available at <https://www.pewresearch.org>. See also Luke Graham, “Millennials are Driving the Board Games Revival,” *CNBC*, (December 2016), available at <https://www.cnn.com>; Staff, “Board Games: Why Are They Becoming So Popular?” *BBC*, (September 2019), available at <https://www.bbc.com>; Staff, “Do People Still Play Board Games in 2019?—{Are they Dying out?},” *Tech Animate*, (2019), available at <https://techanimate.com>; and Emily Sargeantson, “Why Board Games Are So Popular in 2019,” *My Kind of Meeple*, (2019), available at <https://mykindofmeeple.com>.

10. Liam O’Connell, “Global Board Games Market Value from 2017 to 2023 (In Billion U.S. Dollars),” *Statista*, (2019), available at <https://www.statista.com>.

11. Gendy Alimurung, "How Dungeons and Dragons Somehow Became More Popular than Ever," *The Washington Post*, (April 2019), available at <https://www.washingtonpost.com>; and Michael Dimock, "Defining Generations: Where Millennials End and Generation Z Begins," Pew Research Center, (January 2019), available at <https://www.pewresearch.org>.
12. See for instance, Maj John F. Schmitt, "Designing Good TDGs," *Marine Corps Gazette*, (Quantico, VA: May 1996); Capt Bruce Gudmundsson, "A Short History of TDGs," *Marine Corps Gazette*, (Quantico, VA: April 1992); Capt Eric Walters, "Maneuver Warfare in Commercial Boardgames," *Marine Corps Gazette*, (Quantico, VA: July 1990); Capt Brendan McBreen, "I Want to Be Ender," *Marine Corps Gazette*, (Quantico, VA: April 1998); and LtCol Greg Thiele, "Marines Ought to Play More Games!" *Marine Corps Gazette*, (Quantico, VA: January 2016).
13. Headquarters Marine Corps, *Marine Corps Order 1500.55: Military Thinking and Decision Making Exercises*, (Washington, DC: April 1997).
14. Ibid.
15. Gen David H. Berger, *Commandant's Planning Guidance*, (Washington, DC: HQMC, July 2019).
16. Ibid.
17. Shawn Snow, "The Corps is Finding New Marines Despite Recruiting Challenges," *Marine Corps Times*, (Arlington, VA: November 2018), available at <https://www.marinecorpstimes.com>.
18. Commandant of the Marine Corps, White Letter 3-18, "Sustaining the Corps," (Washington, DC: October 2018).
19. "The Corps is Finding New Marines Despite Recruiting Challenges."
20. Ibid.
21. Ibid.
22. Jonathan Kay, "Here's a Clue: Take a Risk and Go Play a Board Game. They Help People Connect For Life," *The Globe and Mail*, (October 2019), available at <https://www.theglobeandmail.com>.
23. "U.S. Army Esports Team."
24. The Corps is Finding New Marines Despite Recruiting Challenges. For an advertisement of the "Battles Won" recruiting campaign, see Marine Corps Recruiting, "Anthem: 72," YouTube video, (March 2017), available at <https://www.youtube.com>.
25. 12th Marine Corps District, Marine Corps Recruiting Command, "Battles Won: Marines Make Annual Recruiting Mission," (October 2019).
26. The author would like to credit LtCol Brendan McBreen, USMC(Ret), for making this point.
27. For TDGs, the *Marine Corps Gazette* keeps a digital catalog of the TDGs it has published. These are free to the public and are available at <https://mca-marines.org>. For DFCs, MCRC could contact the author, who keeps an extensive library of written and PowerPoint-based DFCs.
28. Second Battalion, Sixth Marines, particularly under LtCol Marcus Mainz, USMC(Ret), has used commercial computer games with great success to develop the decision-making skills of its Marines. The battalion used *Close Combat: Marines*, *Company of Heroes*, and *Starcraft I* extensively. Two of its members wrote an article about their experiences with *Starcraft I*. Capt Charles A. Poulton and Cpl Frederick Zuberer, "Starcraft," *Marine Corps Gazette*, (Quantico, VA: June 2017). The present author recommends *Starcraft II* and *Company of Heroes II* over their predecessors because of their improved graphics, enhanced gameplay, and popularity among young Americans.
29. The two rifle companies use *Memoir '44* as part of their unit PME program. An after-action report of one session of *Memoir '44* was published by a 2/2 second lieutenant in the November 2019 issue of the *Marine Corps Gazette*. See 2ndLt Jonathan Scott, "Memoir '44: After-action report/review," (Quantico, VA: November 2019). For more on *Memoir '44*, see its Amazon page at <https://www.amazon.com>. To learn about the *Pub Battles* Series, see <https://www.commandpostgames.com>. Interestingly, the developers at Command Post Games want to create a modern-day wargame that is playable in an hour and easily accessible to non-wargamers. This could make for an ideal tabletop game for recruiters and Officer Selection Officers.
30. This price could go down considerably were the game publisher to provide a military and bulk order discount. The number of recruiting stations, sub-stations, and officer selection sites comes from MCRC's Wikipedia available at <https://en.wikipedia.org>. For the price of *Memoir '44*, see <https://www.amazon.com>. Readers should note that the price fluctuates, though only by \$1 or so.
31. The author would like to credit Capt Zachary Schwartz, USMC, for the idea of a MCRC-created tabletop "take home" wargame.
32. Chaim Gartenberg, "Starcraft is Going Free-To-Play on November 14th," *The Verge*, (November 2017), available at <https://www.theverge.com>.
33. Eric Tegler, "We Drive the JLTV, the Humvee's Successor," *Popular Mechanics*, (May 2017), available at <https://www.popularmechanics.com>.
34. Personal email correspondence between author and GySgt Justin Kronenberg on 24 October 2019. GySgt Kronenberg is the official spokesperson for Marine Corps Recruiting Command.
35. See Defense Logistics Agency, Disposition Services' website at <https://www.dla.mil>.
36. Marine Corps Warfighting Laboratory/Futures Directorate, "Why a Decision Room?: Tactics Techniques and Procedures Developed by 2d Battalion, 6th Marine Regiment," (Quantico, VA: March 2017).
37. The author would like to credit Capt Adam Goler, USMCR, for the idea of a decision game course offered via a distance education program seminar.
38. This number was deduced from relevant MARADMINs and the MCRC website.
39. Personal email correspondence between author and Dr. Kenneth D. Dunn on 8 October 2019.
40. Ibid.
41. Information available at <https://www.linkedin.com>.
42. Information available at <https://www.instagram.com>.
43. Information available at <https://www.instagram.com>.

