

SERVIAM INSTITUTE FOR INTERNATIONAL SECURITY

Seton Hall University
*School of Diplomacy and
International Relations*

SPRING 2026

IMPACT REPORT

Experiential Learning • International Security • Student Leadership

WHAT SERVIAM DOES

We turn international security education into applied decision-making under pressure.



APPLY

Students apply international security concepts through AI-enabled crisis simulations and decision exercises.



ENGAGE

Candid, small-group dialogue with senior military leaders, diplomats, scholars, and policy practitioners.



LEAD

Student fellows serve as controllers, team leads, briefers, researchers, and peer mentors.

SPRING 2026

AT A GLANCE



80+

students engaged
across major
simulations



2

major crisis
simulations



18+

hours of experiential
learning



1

Fulbright OLF
scholar hosted

*Dr. Łukasz Kamiński
(Poland)*



3

senior guest
speakers



1

emerging institute
infrastructure built
for repeatable
programming

In one semester, Serviam moved from concept
to operating platform.

BEYOND MODEL UN

Serviam combines diplomatic role-play with U.S. military exercise design, AI-enabled crisis software, and adversarial decision-making.

An adaptive exercise—not a scripted debate.



MASTER CONTROL

From left: Cameron Bird, Liam Knotek, and Joey Brennan—student fellows and simulation master controllers—oversee central control and controllers embedded with participating teams.

THE HYBRID MODEL



PROVIDENCE BY EXPERT THEORY

AI-enabled software supports injects, communications, and reconstruction of the decision process.



ADVERSARIAL FRICTION

Incomplete information, competing incentives, hostile actors, compromised participants, and media pressure.



DIPLOMATIC ROLE-PLAY

Represent governments, negotiate, build coalitions, and defend national positions.



MILITARY EXERCISE DESIGN

Control cells, live injects, adjudication, and after-action review turn choices into consequences.



Students do not simply debate resolutions. They make **consequential decisions** in a crisis that responds to their actions.

DECISIONS UNDER PRESSURE

Students do not only write about policy. They practice judgment, negotiation, leadership, and adaptation inside a crisis that reacts.

“As the president, it was my responsibility to make decisions that did not cost Poland its sovereignty or people, while also having to calculate how best to defend the sovereignty of our neighbors.”

— **HAILEY MORAN** President · Poland Team

“Almost immediately there was pressure as the German team to lead NATO and hold things together.”

— **MEGAN HAY**
Germany Team

SURVEY EVIDENCE · 35 RESPONSES

34/35

NAMED A SKILL GAINED

All but one respondent identified a skill or learning outcome.

28/35

FACED MEANINGFUL CHALLENGE

Rated the exercise moderate, significant, or highly challenging.

22/35

PUT THEORY INTO PRACTICE

Said IR lessons were mostly or extremely helpful in making decisions.

IN THEIR OWN WORDS

“...learn how to work in a [fast-paced], intense environment while also being analytical.”

CAMILLE FALCON

“This simulation challenged me to process information quickly and formulate incisive follow-up questions.”

CARLY HUNTER

“I think I’m definitely a better public speaker than before.”

CHASE FINNEY

INDEPENDENT VALIDATION

“I was absolutely flabbergasted by the professionalism with which the simulation was organized, the students’ engagement and creativity during their role-plays, and how realistically the scenario unfolded step by step in real time, powered by AI software.”

DR. ŁUKASZ KAMIEŃSKI Visiting Fulbright Scholar

Source: Crossroads in the Americas post-simulation survey, April 18, 2026. Thirty-five responses.



Team Poland and visiting Fulbright Scholar Dr. Łukasz Kamiński listen during an end-of-turn press conference. After each round, teams briefed a hostile press corps.

NATO STRESS TEST

Set in 2028, Serviam's NATO Stress Test placed students inside a high-intensity European security crisis—testing alliance cohesion, deterrence, and decision-making under pressure.

Student count excludes Fulbright OLF Scholar Dr. Łukasz Kamiński, who joined the Polish team.

32

STUDENTS

9

HOURS

5

NATIONAL TEAMS

THE EXERCISE



Alliance coordination under stress



Escalation risk and deterrence choices



Domestic constraints and delayed decisions



OUTCOME: The Baltics fell under pressure, delay, and uncertainty.



The exercise forced students to navigate **shifting alliances** as the crisis escalated and make **rapid decisions** grounded in **team priorities**.



Cameron Bird and the control team lead the after-action review following Crossroads in the Americas, April 18, 2026.

CROSSROADS IN THE AMERICAS

Set in 2027, Serviam's Crossroads in the Americas simulation placed students inside a crisis triggered by an attack on the Panama Canal—forcing governments to confront cartel violence, insurgency, and competing national interests.

Six country teams, two nonstate actors, and one independent media team.

44

STUDENTS

9

HOURS

9

TEAMS

THE EXERCISE



Uncertain attribution after the canal attack



Insurgent penetration and compromised teams



Domestic legitimacy, media scrutiny, and military restraint



OUTCOME: Half of Colombia fell to the ELN; Panama turned to China while U.S. ground forces stayed out.



The crisis showed how **internal compromise, domestic pressure, and political hesitation** can paralyze collective action.

CANDOR IN THE ROOM

Two senior leaders. Two candid conversations at the intersection of strategy, operations, and leadership.



COL Scott McLellan

DEPUTY DIRECTOR · JIATF-401

THE MISSION

The Department of War's lead organization for countering unmanned aircraft systems.

WHY IT MATTERS

Charged with moving state-of-the-art counter-UAS capabilities rapidly to warfighters.

THE CONVERSATION

Drone warfare, security policy, and lessons from Europe and the Middle East.

BG (Ret.) Arnold Gordon-Bray

U.S. ARMY · MORE THAN THREE DECADES OF SERVICE

COMBAT COMMAND

Former commander, 2nd Brigade, 82nd Airborne Division.

IRAQ & AFRICA

Principal adviser to the Iraqi Ground Forces commander; former AFRICOM deputy director of operations.

THE CONVERSATION

Strategy, leadership, and decision-making in the Middle East.



THE FORMAT

CANDID BY DESIGN



These were **not** conventional guest lectures. Small-group discussions under the **Chatham House Rule** created room for direct questions—and a level of candor rarely possible in a public presentation.

THE TEAM BEHIND SERVIAM

Seven student fellows help research, design, lead, and execute programs across the institute while growing into emerging security professionals.



Cameron Bird

INTERNATIONAL SECURITY ·
ECONOMICS

- **Year:**Senior
- **Major:**International Relations and Economics
- **Serviam:**Senior Controller for Providence
- **Hometown:**Queens, New York
- **Campus Activities:**The Diplomatic Envoy; Sigma Iota Rho
- **Interests:**U.S.-China relations, national security, and emerging defense technologies



Liam Knotek

INTERNATIONAL
SECURITY · CYBERSECURITY

- **Year:**Senior
- **Major:**International and Homeland Security
- **Serviam:**Senior Controller; participant in every Serviam simulation
- **Hometown:**Pennsylvania
- **Campus Activities:**Serviam Institute
- **Interests:**U.S. defense policy and cybersecurity



Megan Hay

ECONOMICS ·
INTERNATIONAL RELATIONS

- **Year:**Sophomore
- **Major:**International Quantitative Economics and International Relations
- **Serviam:**Student Fellow
- **Hometown:**Washington State
- **Campus Activities:**Model UN, The Diplomatic Envoy, and DiploLab
- **Interests:**Economics, security, development, and South American trade



Matthew Surano

INTERNATIONAL
SECURITY

- **Year:**Sophomore
- **Major:**International and Homeland Security
- **Serviam:**Student Fellow
- **Hometown:**New Jersey
- **Campus Activities:**Vice President, Student Veterans of America
- **Interests:**Intelligence, reserve integration, and defense modernization
- **Service:**Marine veteran; USMCR Intelligence Chief

THE TEAM BEHIND SERVIAM

The fellowship gives students meaningful responsibility before graduation—building judgment, confidence, and professional direction.



Marshall Van Atten

INTERNATIONAL RELATIONS ·
ROTC · PERSHING RIFLES

- **Year:** Junior
- **Major:** International Relations; Accounting minor
- **Serviam:** Student Fellow
- **Hometown:** Arizona
- **Campus Activities:** Army ROTC; President, Pershing Rifles
- **Interests:** International security and military leadership



Stephen Plotke

CYBERSECURITY ·
RUSSIA & NEAR ABROAD

- **Year:** Senior
- **Major:** International and Homeland Security; minors in Cybersecurity, Russian, and Russian and Eastern European Studies
- **Serviam:** Student Fellow
- **Hometown:** Islip, New York
- **Campus Activities:** Serviam Institute
- **Interests:** Geopolitics, cybersecurity, and Russia and the near abroad



Kylie Myers

DIPLOMACY · LANGUAGES ·
INTELLIGENCE

- **Year:** Junior
- **Major:** Diplomacy and International Relations; Spanish and Farsi
- **Serviam:** Student Fellow
- **Hometown:** Chicago, Illinois
- **Campus Activities:** Cross country
- **Interests:** Intelligence, terrorism, and regional conflict resolution

INVESTING IN PEOPLE

Support for Serviam gives students **responsibility, mentorship, and** opportunities to lead complex programs before they graduate. Supporters are not only funding simulations—they are helping emerging professionals build **judgment and confidence** to serve in consequential fields.

EXPERTISE BEYOND THE CLASSROOM

Associate fellows connect student learning to professional practice in simulation design, defense media, and national-security analysis.



Joseph Brennan

**ASSOCIATE FELLOW FOR APPLIED
SIMULATIONS & WARGAMING**

EXPERT THEORY · PROVIDENCE

Joseph Brennan is a Game Design Fellow at Expert Theory, helping clients design simulations with Providence, an AI-enabled platform for dynamic injects and immersive decision-making. He previously worked with the Quincy Institute and War on the Rocks and was a Marcellus Policy Fellow focused on U.S. cyber strategy. A Seton Hall graduate, he holds a B.S. in International and Homeland Security with a minor in data analytics.

**SIMULATION DESIGN · AI-ENABLED EXERCISES ·
CYBER STRATEGY**



Madeline Field

**ASSOCIATE FELLOW FOR NATIONAL
SECURITY MEDIA & ANALYSIS**

WAR ON THE ROCKS · COGS OF WAR

Madeline Field is an Assistant Editor at War on the Rocks, where she helps run Cogs of War, a publication focused on defense technology and industrial policy. She previously worked with the Combating Terrorism Center at West Point and the University of Maryland's Applied Research Laboratory for Intelligence and Security. A 2024 Seton Hall co-valedictorian and four-year scholar-athlete, she earned degrees in Diplomacy and International Relations and Economics, with a minor in Arabic.

**DEFENSE MEDIA · TECHNOLOGY ·
INDUSTRIAL POLICY**

THE CONTINUUM



FROM STUDENT TO PRACTITIONER

Both associate fellows are **Seton Hall alumni** whose professional experience now **returns to the Institute** —strengthening student learning, simulation design, and public-facing analysis.

CAMPUS PARTNERS

Collaboration extends Serviam's impact across research, military leadership, veteran development, and practitioner engagement.

01 SETON HALL ROTC

LEADERSHIP DEVELOPMENT

Army ROTC combines college study with leadership development and military training, preparing cadets to commission as U.S. Army officers. Serviam adds applied opportunities to practice judgment, strategy, and decision-making in complex security environments.

02 STUDENT VETERANS OF AMERICA

VETERAN LEADERSHIP

Serviam helps student veterans translate military experience into campus leadership, professional growth, and continued national-security service. The partnership has connected students to SVA's National Conference and Washington Week.

03 DIPLOLAB

SIMULATION RESEARCH

Students and faculty analyze simulation outcomes, decision patterns, participant feedback, and after-action materials. The collaboration builds applied research skills, improves Serviam's programs, and produces practical insights on crisis decision-making and diplomacy.

04 PERSHING RIFLES

PRACTITIONER ACCESS

Joint programs connect students with practitioners from the Pentagon, South Korea, and the retired general officer community. These candid exchanges link classroom learning to the realities of service, alliance management, leadership, and national-security policy.

THE NEXT CHAPTER

Spring 2026 proved the model.
The next chapter expands student opportunities,
partnerships, and reach.

03 OCTOBER 2026

SOUTHEAST ASIA FLASHPOINT

A South China Sea crisis tests seven country teams and a transnational criminal network as they navigate competing security, economic, and diplomatic pressures.

HISTORICAL CRISIS SIMULATION

EGYPT: SUEZ 1956

A historical re-running of the Suez Crisis featuring multiple teams—including Seton Hall students at the Catholic University of Lyon participating from France as the French team.

EXPANDING STUDENT OPPORTUNITY

Security-related internships, deeper ROTC collaboration, and more real-world skill building beyond the classroom.

The next chapter is already underway.