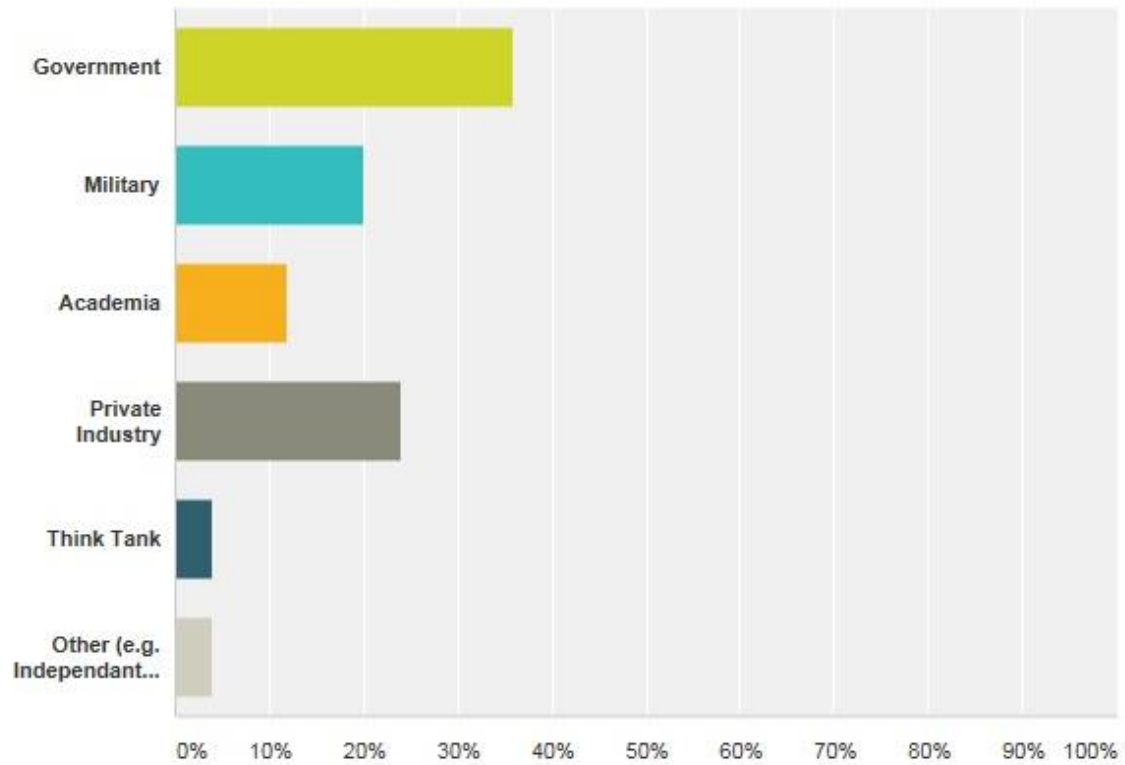
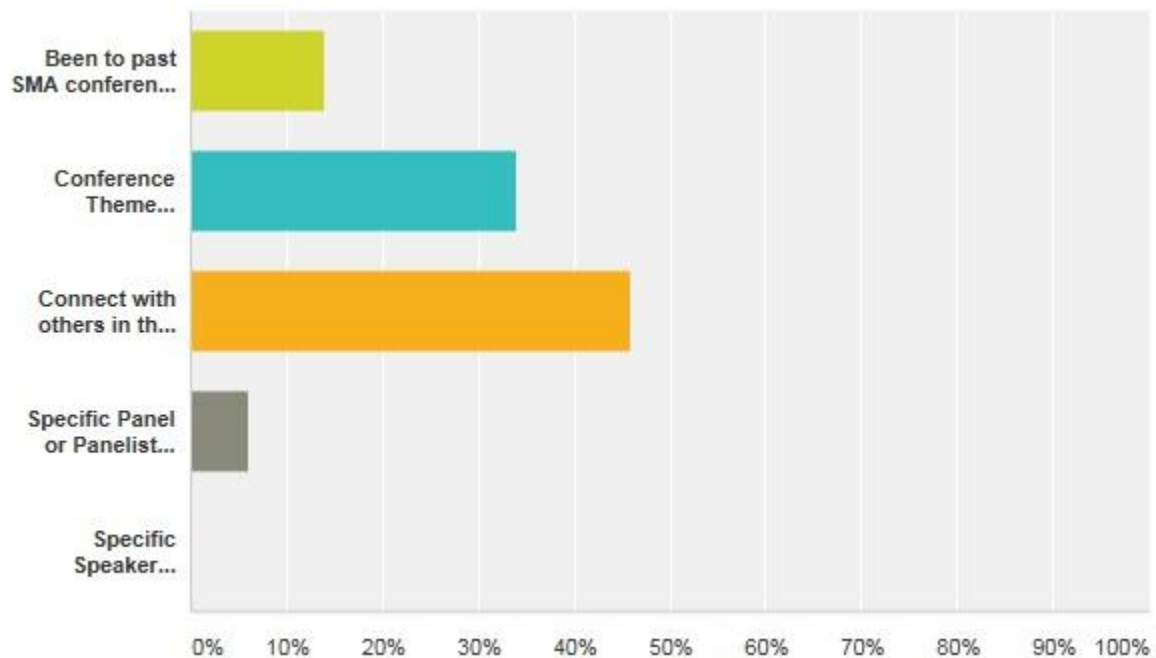


8th Annual SMA Conference Survey Results

Question #1 – What is your affiliation?



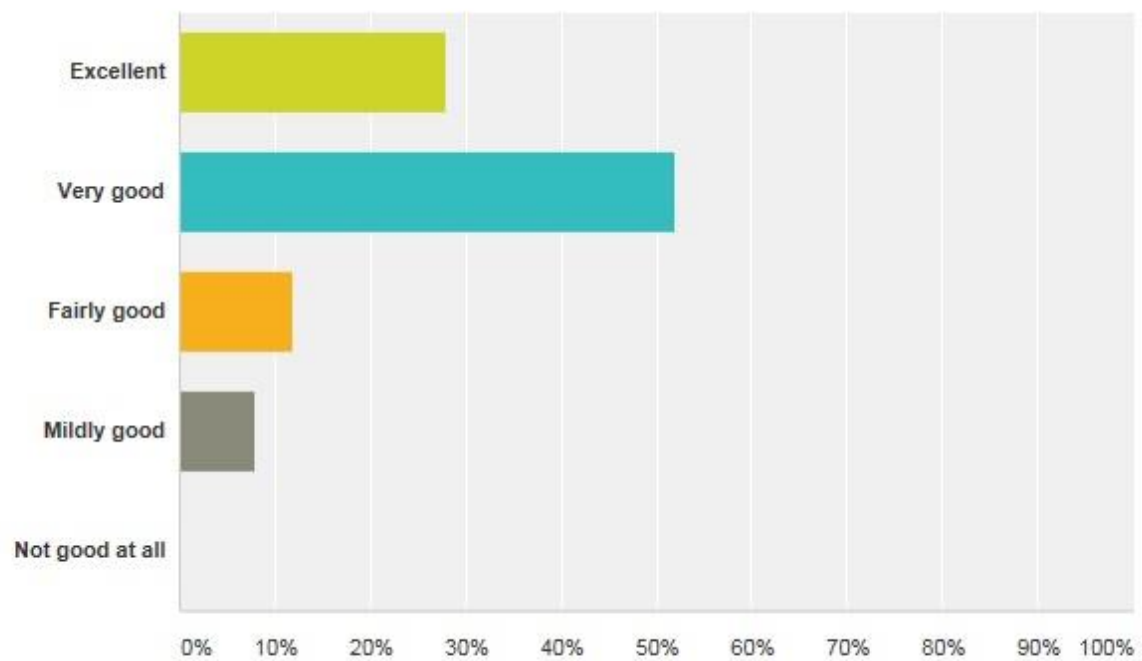
Question #2 – Why did you come to the SMA Annual Conference (Top Reason)?



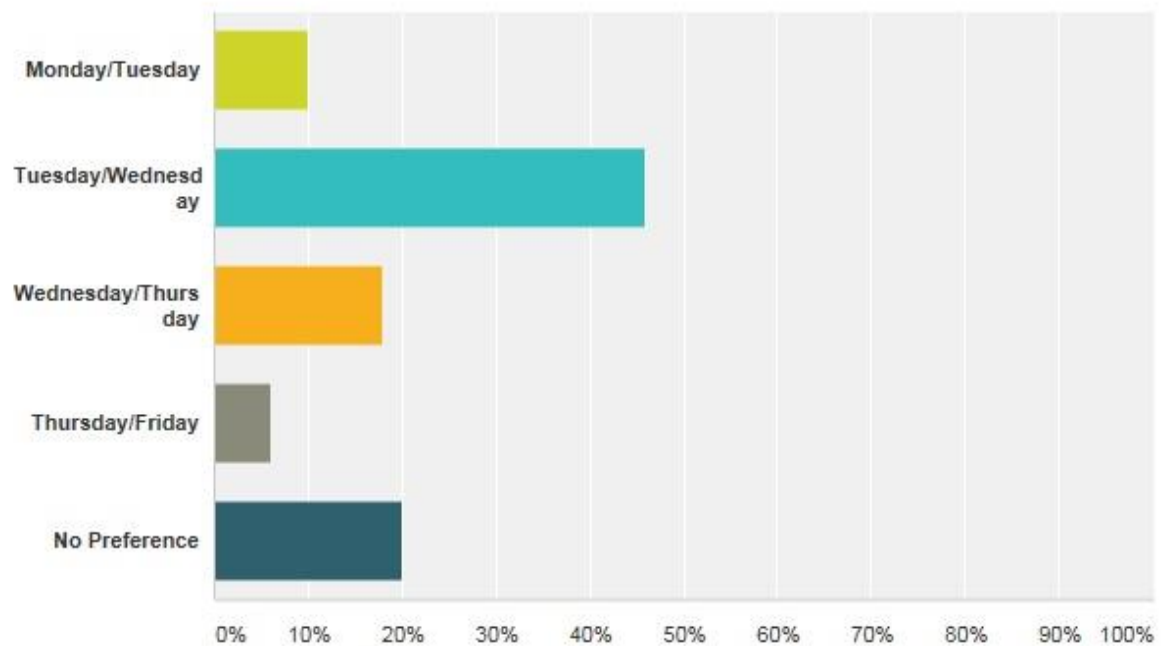
Question #2 Comments:

- 1) This discussions held during the conference are critical developing a shared comprehensive understanding of the future operational environment and its impact on joint and coalition forces.
- 2) Encouraged by colleague
- 3) ISIS Insights

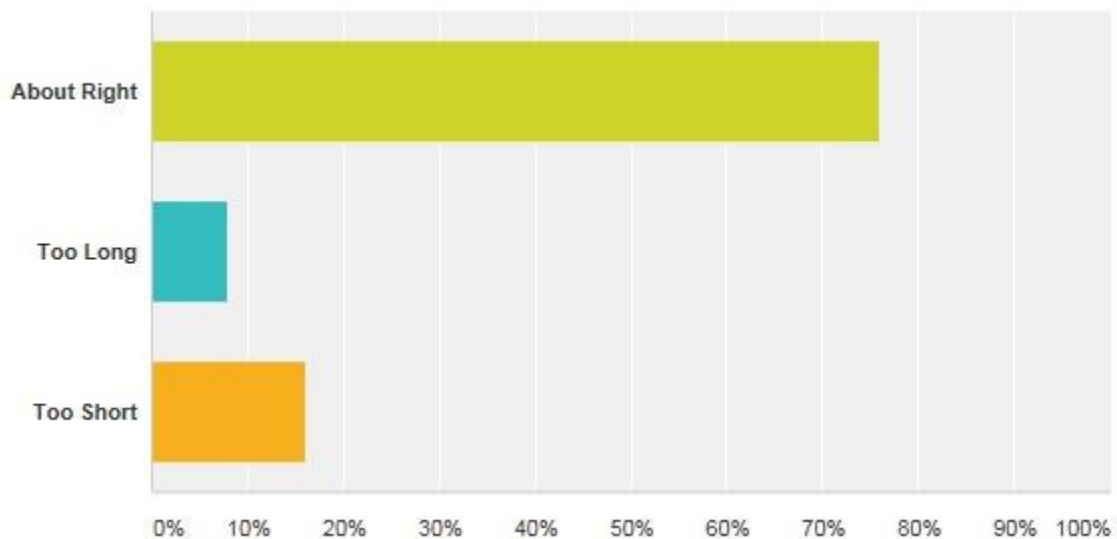
Question #3 – Overall, how would you rate the 8th Annual SMA Conference



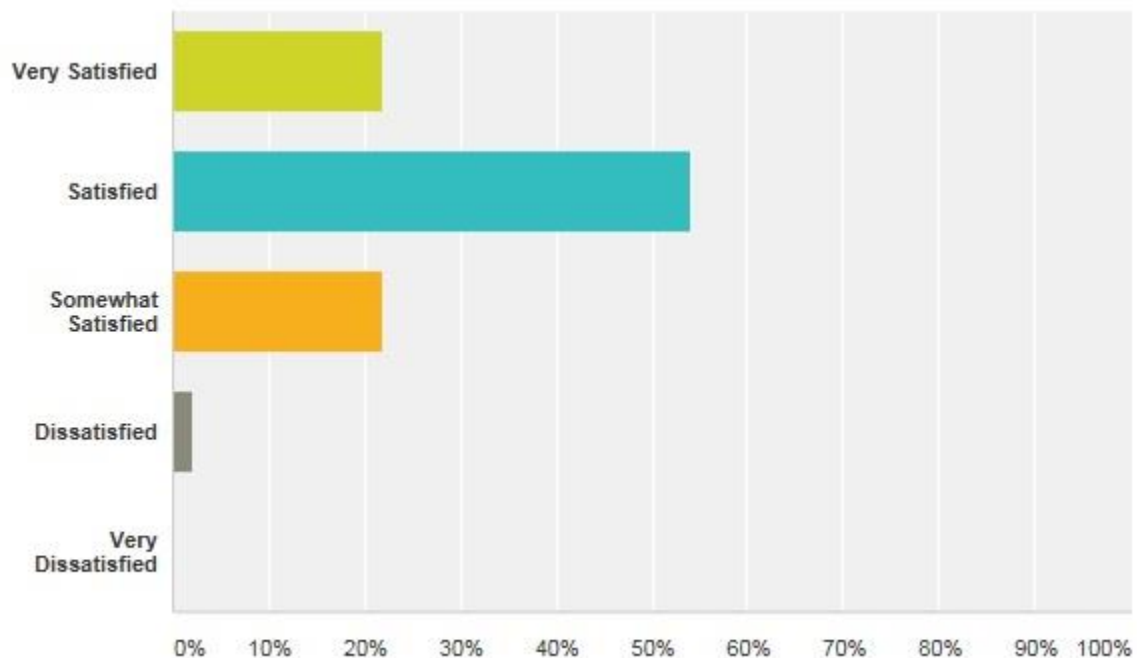
Question #4 – What days of the week would you prefer this conference to be held?



Question #5 – How did you find the time length of the Panels?



Question #6 – Were you satisfied with the selection of Panel Topics/Panelists/Speakers?



Question #6 Comments:

- 1) Thought the presentation by ADM Rogers on cyber was of great value. Translating how integrate cyber into future military operations will determine our future successes or failure.
- 2) There was not as much talking between panelists as I would have liked, given their subject matter expertise.
- 3) All panels had some excellent panelists. There wasn't much "dead wood", but some speakers contributions seemed not to be particularly salient or insightful.
- 4) Topics were generally good, but as one member stated--have operators vice staff would have been more effective.

- 5) Stage setting panel not diverse – heavy on relativists telling us reductionist & linear thinking not useful in info age
- 6) I found this year's panels to be particularly well formed and thus exceptionally informative.
- 7) I thought the whole program and insights provided in panels seemed quite inbred. I thought that many panelists were veering too far outside their lanes of expertise. It had a strong feel of "we have a hammer and are looking for a problem".
- 8) I prefer the panels that more clearly lead to courses of action vs. those in which the panelists expound on problem in the field. I realize this is used to frame the problems, I just find it more useful when they offer ideas for solutions as well.
- 9) Please see suggested improvement (Q9) below.
- 10) Understanding scheduling challenges, it would have been beneficial to have a USSOCOM representative on the operational panel.
- 11) Most of the panel speakers were excellent, but the topics didn't always align with their subject matter.
- 12) No representation from TRANSCOM or SOCOM.
- 13) Some panels had too many participants. There should always be time for questions.
- 14) Recommendation: Re-double efforts to get the COCOM IO planners involved as the COCOM reps.
- 15) I would like to hear from more divergent perspectives, e.g., non-DoD/contractor or interagency to learn what might be applied to DoD issues from areas such as commercial marketing, business communications, medical diagnoses .etc.
- 16) The panel topics and panelists were excellent. That said, there was a stark absence of gender, age, and ethnic diversity among the panelists. With more diversity, I believe the panels could expand the perspectives available, test more of our assumptions, and help generate new and novel ideas on this very important topic.
- 17) Some were very strong, but others were vague and repeated conventional wisdom.

- 18) There didn't appear to be a clear distinction in theme between several of the panels... in some cases I think panelists could have swapped places without changing the dynamic or discussion. It would be nice to cover more breadth.
- 19) Very articulate; highly qualified; represented a broad array of agencies and perspectives.
- 20) There should be more panelist discussion and debate, less of presentations
- 21) Could use more data driven topics
- 22) There was not as much talking between panelists as I would have liked, given their subject matter expertise.

Question #7 – What did you like about the 8th Annual SMA Conference:

- 1) Interesting topics
- 2) Some of the academic speakers were very good.
- 3) The location was awesome, and it was really great to meet a lot of our colleagues.
- 4) On every panel there was at least two panelists who offered insights one can't find just by reading the literature. That's makes the conference uniquely valuable.
- 5) Networking opportunity.
- 6) Most of the speakers were very knowledgeable and thought provoking. This encourages new approaches to problems. The candor of DIRNSA and the head of Army Cyber Command was refreshing.
- 7) Key Note speakers, IO-related topics, inputs from attendees, and venue.
- 8) Location, COCOM involvement
- 9) Really enjoyed hearing from ADM Rogers
- 10) The panelists were all exceptional and provided tremendous insights into a very complex subject.
- 11) Regan Damron's contributions
- 12) Senior speakers brought us critical views to help the community be more supportive

- 13) A timely, relevant theme.
- 14) The session on neuroscience was of particular interest.
- 15) The variety of speakers/panels revolving around a central topic.
- 16) Interesting discussions; questions and answer sessions were also helpful.
- 17) It allowed me to break out of my routine, think larger thoughts, and stretch (and then exercise!) my intellectual muscles.
- 18) Excellent facility.
- 19) Wide range of speakers on interrelated topics, operational focus of most presentations
- 20) It was good to connect with people working on similar problems, as well as hear about how some groups are approaching similar issues.
- 21) Excellent resource for private sector to see with IC is going for the year (s) ahead. Helps us commit / direct finite resources to best support the IC, DoD, & USG agencies.
- 22) Very good panelist
- 23) The breadth of expertise - multidisciplinary approach
- 24) Timely relevant topics, supported by diverse range of expertise and technologies.
- 25) it ran very smoothly and there was a good amount of audience participation in some panels
- 26) I liked the format where you had panelists and Q&As - really liked when the panelist gave a short intro of their expertise 7-10 minutes each and then opened it up for questions. I really liked hearing about the expertise that the panelists brought to the Conference.
- 27) The dynamic and highly intellectual nature of the panels and speakers (only attended day 1)
- 28) The topic was extremely relevant and the organizers did a great job of pulling together folks from different disciplines to tackle the topic from different angles. Also, the schedule and pace of the conference was managed excellently.

- 29) The location and the ability to network
- 30) Good mix of people.
- 31) Diversity of communities represented. And THANK YOU for the coffee!!!
- 32) The variety of the speakers -- esp. the diversity in the organizations and agencies they represented (e.g., academia, military, consultants), which generated a broad array of perspectives and issues that are important to understand or be aware of in this domain.
- 33) Facility was great and the conference was well attended by folks within the industry.
- 34) Good speaker roster

Question # 8 - What topics would you most like to see at next year's SMA conference?

- 1) China's use of big data
- 2) A case study example critiqued by a multi-disciplinary team of operators, strategists, and academia
- 3) Sequestration/Reduced Military Budgets; how research is used from the SMA process; timelines of knowledge production
- 4) I particularly found value in the panelists who could offer unique insights on our international relations - how other nations or transnational entities view the west and the U.S., and therefore how they conceive interaction strategies
- 5) Big data. Examples of successful operationalizing of the research done through SMA.
- 6) 1. How to successfully counter and ultimately defeat radical ideologies that threaten US national security. 2. Identify potential and emerging threats to US national security, and how IRCs may be used to counter and defeat those threats regionally, ideally before they become a complex trans-regional problem.
- 7) More on cyber
- 8) Focus on "Human Geography" and its impact on military operations.

- 9) Day 1 Stage Setting panel was not diverse. They were all relativists eager to emphasize that reductionist and linear thinking are relics that aren't so useful in the info age. The stage setting analogy comparing pre-info age/info age to physics of Newtonian Mechanics/Relativist Quantum Mechanics wasn't well supported. It seemed to harken back to enthusiasms to over/misinterpret ideas in T. Kuhn's Structure of Scientific Revolutions. Anyway, were it a good analogy, the conclusion ought be that reductionist and linear analysis are still important in most practice, since Newtonian Mechanics is likewise.
- 10) Leadership approaches of successful non-state groups. Non-democratic government leader strategies
- 11) Force development for the 21st Century.
- 12) I think human interactions in cyber space would be a worthwhile topic/investment.
- 13) Command and control in a contested environment. Pacific Rebalance.
- 14) The recently published 2014 National Intelligence Strategy speaks explicitly of Anticipatory Intelligence and elevates it to a peer of Current Operations and Strategic Intelligence. What does this mean exactly, and how does it fit into/mean for intelligence support to other organizations and J-codes?
- 15) More discussion of competing strategies, both in preparation for conflict as well as during conflict. There should be a lot that multi-disciplinary studies can inform us about decision making under uncertainty, competitive strategic choices, etc.
- 16) Rise of non-state actors in international relations
- 17) Changes in human geography and demographics on international security.
- 18) Address the private sector and how to best commit finite resources to best support IC, USG, etc.
- 19) Interagency and interorganizational coordination efforts and initiatives to tackle future requirements
- 20) 1. Increase discussion from COCOM's on their analytical shortfalls, gaps & needs. 2. Suggest a Panel to hear from Inter-Agency Partners. 3. Suggest a no-host social hour at end of Day #1 (perhaps the Andrews Club would be a good venue).
- 21) Projecting Future Threats to US national and economic security; Focus on Africa - opportunities and threats

- 22) Perhaps topics examining cross-cultural knowledge and communication skills and their relevance for field operations, efforts to counter adversaries' messages, negotiating/resolving crises, building effective partnerships, etc.
- 23) Deeper discussions about methodologies. Some of the projects presented did not seem to have as much of a connection to operations as others, and perhaps the link is imbedded within the methodology. I would also be interested in learning more about where to locate the tools discussed - the website hosted at Harvard did not have very much on it.
- 24) Organizational design in DoD
- 25) It would be nice to include a session where 15-20 minute overviews of the takeaways from SMA efforts completed over the past year could be shared. (Obviously with clearances and FOUO-type concerns addressed accordingly.)
- 26) -Forecasting and mitigating cross-cultural conflict -Modeling relationships between natural & social systems (e.g., disaster, climate, economics, urbanization, sociopolitical instability)
- 27) Bring back Josh Kerbel and have him give an update on if he believes the USG is improving its critical and creative thinking.
- 28) How can DoD succeed in the new paradigm? How do we enhance whole of government approaches, where perhaps DoD partners with DoS or takes a supporting role to attaining a whole of government objective.
- 29) Alternatives to Air Sea Battle, threat of Hybrid Warfare to U.S. allies

Question #9 - What do you think could be improved for next year's SMA Conference?

- 1) The Combatant Command speakers should be better prepared. They clearly did not prepare well for the conference.
- 2) The acoustics in the Smart Building are terrible. If the speaker doesn't speak loudly, we couldn't hear them, even with the microphone. Also, there were several attendees who asked questions prefaced by very long prologues. I'm there to hear the invited speakers, not dissertations from the audience. A skillful moderator should be employed to tactfully get the audience to get to the question.
- 3) The only detractor was with the audio, both an inability to clearly hear/understand the key note and panel speakers as well as attendees' questions and comments.

- 4) Bring in lunch to keep on schedule the first day. Lines were horrible at BX and you can't go out and eat in 60 minutes.
- 5) I think you are doing a pretty good job of it. I like the location at Andrews. Would like some opportunity to have sidebar meetings on future SMA Projects for the year ahead.
- 6) Thought everything was on target.
- 7) More speakers who have executed good ideas and can talk about how. Longer Q and A - more policing of folks using Q and A as soapbox - breakout sessions for folks interested in the soapbox topics of Q and A tangent takers
- 8) No suggestions
- 9) More discipline in the Q&A sessions (many questioners used their time as an opportunity to advertise their own work, rather than ask questions).
- 10) Have time for break-out sessions - perhaps 3 days?
- 11) Talk by Stephen Blank was over the top in terms of anti-Russian sentiments. Could have done with a more analytic and less ideological presentation.
- 12) Fresh look at program development, don't let folks who have a fiduciary interest in outcome be the folks defining the program requirements.
- 13) One thing that might be better is to break out the forum into discussion groups. While it is tempting to want to hear every panel, there simply isn't enough time to delve into the subjects enough. Perhaps having breakout groups would enable this.
- 14) This might be too much, but I'll leave that to you: I would love to see a more freewheeling discussion while everyone (panelists, moderators, and participants/audience members) is fresh (i.e., not in the afternoon after all the panels). I know it makes sense to sum up in "wrap-up" sessions, and these are interesting, but audience participation is often at its lowest and many people will have already gone by the time we get around to it. Might it be nice to call folks (the panel moderators, perhaps) up on the stage before any of the keynotes on the first day to engage the crowd in discussions by throwing out provocative questions? Setting the stage in this way might run the risk of inhibiting themes from developing organically (if focus comes as a result of the discussions), but it might also help tailor things to the interests of the crowd. Anyhoo, it's a thought...
- 15) The panelists should present less, and leave more time for Q&A with the audience.

- 16) Per Marty Drake's comments, perhaps reaching out to J3/J39 shops of COCOMs might help connect researchers with operators instead of having both sides mediated by engineers (serving as science advisors).
- 17) Ensure the panel discussions are long enough to fully explore speakers' views and foster audience participation/interaction. Ensure CCMD reps (including SOCOM) provide relevant insight into the topics under discussion.
- 18) There was no time to talk to members. Having breakout sessions or at least a time to talk during lunch or after the afternoon sessions to mingle would have improved the conference 100%.
- 19) Is there any way to do a networking lunch or some type of networking sessions specific to linking up contractors and agencies, etc.? Thank you for a well-run conference. It is much appreciated.
- 20) Minor although important: please improve the speakers microphone / room sound quality.
- 21) There should be a significant push to involve inter-agency speakers and participants. This conference could be a forum for fostering whole of government relationships and processes to be discussed
- 22) SOUND SYSTEM!!! It was REALLY difficult to hear many of the speakers and it got quite draining and straining to continue to try and hear what they were saying
- 23) Very difficult to hear Day 1 speakers - you have to address the PA issues (very poor quality or none at all)
- 24) It would be helpful if you could provide water and tea in addition to coffee.
- 25) Additional notice. I received information about the conference only two days beforehand and had to rearrange my schedule to accommodate
- 26) -Limit question-askers to 30-seconds. Too many of them were using their floor time (sometimes for several minutes) to convey *their* accomplishments, rather than to ask relevant questions that would benefit the larger audience. -Have the last speaker in a panel act as the timekeeper for the panel (and make it a senior/high-ranking person, if possible) -- they have the most to lose if the speakers before them go on too long and will be more inclined to keep speakers to their assigned time limit.
- 27) More discussion among the panel members, bring in more folks from across the entire government.
- 28) On site lunch

