Military Operations Research Society (MORS)
83rd MORS Symposium
CG – WG – DWG Key Leader Training # 1
Symposium Preparations
November 2014

Kirk Michealson, FS
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83rd MORSS Key Leader Training
Symposium Preparations Agenda

• Introduction
• The Team
• Symposium Preps
• CG-WG-DWG Training # 2: Execution
• Questions?
83rd MORSS Key Leader Training
Symposium Preparations Agenda

• Introduction
  – Material Sources
  – Presenter Experience
  – Training Objective

• The Team

• Symposium Preps

• Virtual Aspects

• Questions?
INTRODUCTION

Material Sources

• CG-WG-DWG Key Leader Training References
  – MORS Organization Manual (MOM), Section 8, “Symposium”
  – Experience from previous WG Chairs & CG Chairs
  – Recommendations from MORS Fellows & Past Presidents

• Working Group Chair Tutorials
  – www.mors.org, Events / The MORS Symposium page. “Play a Role, Volunteer Your Support” paragraph
    • “How to be a Successful Working Group Chair”
      – Overview & Introduction, How Do You Start?, Sessions & Speakers, The Annual Symposium, and Keeping on Track
    • “Distributed Working Groups Overview”
INTRODUCTION
Presenter Experience

• Symposium Experience
  – WG Co-Chair: 63rd MORSS
  – WG Chair: 64th MORSS; FS Chair: 78th MORSS; and DWG Chair: 79th & 80th MORSS
  – WG Advisor: 72nd MORSS; DWG Advisor: 81st MORSS
  – CG Chair: 65th MORSS
  – WG/CG Coordinator: 67th MORSS
  – Program Chair: 66th & 75th MORSS

• Other Related Experience
  – Special Meeting Chair: NCO, Experimentation, and 2 Affordability
  – CoP Chair: Experimentation, HBP & Affordability
  – Tutorials Developed: WG Chair, DWG Ovrw, Sp Mtg Chair, and CoP Chair
INTRODUCTION
CG-WG-DWG Key Leader Training # 1 Objective

• This training was developed to:
  – Understand the Symposium Working Group “Team”
  – Prepare and lead a quality working group
  – Develop interesting sessions
  – Train future CG – WG – DWG Key Leaders
83rd MORSS Key Leader Training
Symposium Preparations Agenda

• Introduction

• The Team
  – Leadership (WG/CG Coordinator, Program Chair & MORS Office)
  – CG Team (CG Chair, Co-Chairs & Advisor)
  – Primary WG Team (WG Chair, Co-Chairs & Advisor)
  – Other Potential Team (DWG Chairs, Sp Mtg Chairs & CoP Chairs)

• Symposium Preps

• CG-WG-DWG Training # 2: Execution Overview

• Questions?
• **Program Chair: Ronda Syring** (Ronda.Syring@jhuapl.edu)
• **Advisor: Rochelle Anderson** (Rochelle.a.Anderson@us.army.mil)
• **Deputy Program Chair: Sheilah Simberg** (sheilah.mors@gmail.com)
• **WG/CG Coordinator: Jim Treharne** (james.treharne@gmail.com)
• **Deputy WG/CG Coordinator: Randi VanNyhuis** (Randi.vannyhuis@gmail.com)
• **Virtual Coordinator: Space Bob** (Robert.l.henson12.civ@mail.mil)
• **IT Coordinator (Site): Roger Burk** (roger.burk@usma.edu)
• **Security Coordinator (Site): Joe Adams and Rupert Seals** (jadams@ida.org & rupert.l.seals@boeing.com)
• **Rooms Coordinator (Site): Jim McMullin** (james.mcmullin@us.army.mil)
• **Plenary Session: Walt Degrange** (walter.degrange@gmail.com)
• **Special Sessions Coordinator: Steve Stoddard** (steven.a.Stoddard.mil@mail.mil)
  - Prize Sessions: Joe Adams and Chris Linhardt (jadams@ida.org & chris.linhardt@wpafb.af.mil)
  - CEU: Darryl Ahner (Darryl.ahner@afit.edu)
  - Jr/Sr Analyst Session: Aaron Burciaga and Walt Degrange (adburciaga@gmail.com & walter.degrange@gmail.com)
  - Tutorial Session: Simon Georger (simon.r.goerger@usace.army.mil)
  - Demos/Posters Sessions: Mike Ottenberg and Rupert Seals (michael.a.ottenberg.ctr@mail.mil & rupert.l.seals@boeing.com)
  - Heritage Session: Terence Peterson and Deborah Ray (terence.Peterson@kwedzresearch.com & Deborah.l.ray2.civ@mail.mil)
  - CoP Session: Mike Ottenberg, with Steve Notarnicola advising (michael.a.ottenberg.ctr@mail.mil & steve.notarnicola@lmco.com)
## 83rd MORSS Program Structure

<table>
<thead>
<tr>
<th>CG A</th>
<th>Homeland and International Operations</th>
</tr>
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<tbody>
<tr>
<td>WG 1</td>
<td>Strategic Operations National Security Analysis</td>
</tr>
<tr>
<td>WG 2</td>
<td>Chemical, Biological, Radiological, Nuclear, and Advanced Explosives Defense</td>
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<tr>
<td>WG 3</td>
<td>Infrastructure Analyses, Protection and Recovery</td>
</tr>
<tr>
<td>WG 4</td>
<td>Homeland Security, Homeland Defense and Civil Support</td>
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<thead>
<tr>
<th>CG B</th>
<th>C4ISR and Cyber Operations</th>
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<tbody>
<tr>
<td>WG 5</td>
<td>Information and Cyber Operations</td>
</tr>
<tr>
<td>WG 6</td>
<td>Battle Management Command and Control</td>
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<td>WG 7</td>
<td>ISR and Intelligence</td>
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<td>WG 8</td>
<td>Space Acquisition, Testing and Operations</td>
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<tr>
<th>CG C</th>
<th>Joint Warfare</th>
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<tr>
<td>WG 9</td>
<td>Air and Missile Defense</td>
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<tr>
<td>WG 10</td>
<td>Joint Campaign Analysis</td>
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<tr>
<td>WG 11</td>
<td>Land and Expeditionary Warfare</td>
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<td>WG 12</td>
<td>Maritime Operations</td>
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<td>WG 13</td>
<td>Power Projection and Strike</td>
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<td>WG 14</td>
<td>Air Warfare</td>
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<tr>
<th>CG D</th>
<th>Resources/Readiness/Training</th>
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<tr>
<td>WG 15</td>
<td>Casualty Estimation and Force Health Protection</td>
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<tr>
<td>WG 16</td>
<td>Strategic Deployment and Distribution</td>
</tr>
<tr>
<td>WG 17</td>
<td>Logistics, Reliability and Maintainability</td>
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<tr>
<td>WG 18</td>
<td>Manpower and Personnel</td>
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<td>WG 19</td>
<td>Readiness</td>
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<tr>
<td>WG 20</td>
<td>Analytic Support to Training and Education</td>
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<td>WG 21</td>
<td>Operational Energy</td>
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<th>Acquisition</th>
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<td>Experimentation</td>
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<td>WG 23</td>
<td>Measures of Merit</td>
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<td>WG 24</td>
<td>Test and Evaluation</td>
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<td>WG 25</td>
<td>Analysis of Alternatives</td>
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<td>WG 26</td>
<td>Cost Analysis</td>
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<td>WG 27</td>
<td>Decision Analysis</td>
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<th>CG F</th>
<th>Interdisciplinary Advances in Operations Research</th>
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<td>WG 28</td>
<td>Modeling and Simulation</td>
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<td>WG 29</td>
<td>Computational Advances in Operations Research</td>
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<td>WG 30</td>
<td>Wargaming</td>
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<th>CG G</th>
<th>Hybrid Warfare</th>
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<td>WG 31</td>
<td>Operational Environments</td>
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<td>WG 32</td>
<td>Special Operations and Irregular Warfare</td>
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<td>WG 33</td>
<td>Social Science Methods and Applications</td>
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<tr>
<th>CG</th>
<th>Composite Group</th>
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<tr>
<td>DWG 1</td>
<td>Human Behavior and Performance</td>
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<td>DWG 2</td>
<td>Unmanned Systems</td>
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<th>DWG</th>
<th>Distributed Working Group</th>
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<td>CG: Composite Group</td>
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<td>WG: Working Group</td>
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<td>DWG: Distributed Working Group</td>
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THE TEAM
Leadership: Program Chair (Ronda Syring)

• The Program Chair has the overall responsibility for the planning, coordination and execution of the Symposium.
• The Program Chair is a member of the MORS Board of Directors and is selected for the position because of their Symposium experience.
• Normal MORS Board Rotation is:
  – Deputy WG/CG ➔ WG/CG Coordinator ➔ Deputy Program Chair ➔ Program Chair
  – Randi VanNyhuis ➔ Jim Treharne ➔ Sheilah Simberg ➔ Ronda Syring
  – Advisor ➔ Rochelle Anderson
• All of the Symposium Deputies and the WG/CG Coordinator work for the Program Chair
• The WG/Cg Coordinator is another individual that WG Chair can approach for advice & assistance (through their CG Chair)
  – WG/Cg Coordinator may have one or more assistants

• The WG/Cg Coordinator is a member of the MORS Board of Directors and is selected for the position because of their experience as a WG Chair and/or a CG Chair

• The WG/Cg Coordinator’s (and any of their assigned assistants) goal is to support its working groups. They
  – Have a great deal of experience
  – May have suggestions to solve your particular issues
  – Just contact them and ask!
Another group the WG Chair can rely on is the MORS Office.

- CEO: Susan Reardon (susan.reardon@mors.org)
- Director of Member Services: Liz Marriott (liz.Marriott@mors.org)
- Director of Meetings: Shelbie Jenkins (shelbie.Jenkins@mors.org)
- Director of Security: Taniesha Sims (taniesha.sims@mors.org)
- Director of Industry & Institutional Relations: Jennifer Ferat (Jennifer.ferat@mors.org)

The individuals in the office can provide:

- Copies of your working group guidance; status of WG’s paperwork
- Assistance with speaker registration, security and disclosure form processing and special logistical arrangements for particular sessions
- Coordination when
  - A paper is being considered for more than one working group (possible Joint session)
  - The offerer doesn’t know which WG to submit their paper

If you have questions, don’t hesitate to ask.

They need your input to help you make things run smoothly.
THE TEAM
The CG Team: CG Chair, Co-Chairs & Advisors

• Composite Groups:
  – A CG consists of similar WGs grouped together
  – The CG Chair recruits their Co-Chairs and Advisors
  – In coordination with the assigned WG Chairs and the CG Co-Chairs & Advisors, the CG Chair develops the CG Session that relates to all assigned WG prospectuses
  – The CG Session could be presentations, panels, hot topics, etc.

• CG Chair / WG Chair Relationship
  – The WG Chair works for the CG Chair and contacts them with questions
  – The CG Chair ensures their WG Chairs meet all suspenses, completes all requirements, etc.
  – The CG Chair is also normally a 2-year tour and their relief is normally one of their WG Chairs
THE TEAM
Primary WG Team: WG Chair

• The WG Chair is the *most exciting and key job*

• The WG Chair is responsible for all planning, coordination, execution & reporting aspects of their MORS Symposium Working Group:
  – Recruiting / creating a quality WG Team (WG Chair is normally a 2-year tour)
    • After the WG Chair tour, recommend considering being the WG Advisor or CG Chair
  – Working with their WG Team (Co-Chairs & Advisors) to plan & develop quality WG Sessions – both for the live & virtual symposia
  – Supporting their CG Chair during the CG Session and executing their WG
  – Supporting the WG/CG Coordinator and Program Chair as required (i.e., attending Town Hall Meetings, reporting on their WG statuses, etc.)
  – Potentially also coordinating with:
    • Other WG Chairs and / or DWG Chairs for Joint Sessions
    • Special Meeting Chairs for their related Special Meeting Outbriefs
    • CoP Chairs for their related annual face-to-face meetings
• Your Working Group Team may be set for you at the last annual symposium, but if not here are some suggestions:

  – Co-Chair(s) to support the WG Chair:
    • Recruit as many as you need (recommend NOT turning down ANY volunteers)
    • Attempt to have them represent all facets of the community
    • Broad representation makes a well-rounded program much easier to achieve
    • *Look for a mix* of military/contractor, technical expertise and service backgrounds
    • Carefully select those that have the time and organizational commitment to support MORS and the Symposium
    • Identify and train your replacement(s) for next year (remember the 2-year tour)

  – Advisor to support the WG Chair:
    • Selected because of their background and experience in your WG’s topic area and their willingness to make the WG a success; MORS Fellows are great Advisors!
    • Use them early in your planning for experience in soliciting papers and getting participation
    • To get advice on Co-Chair candidates
THE TEAM
Other Potential Team: Other WG / DWG Chairs

• Potential Joint sessions ➔ WGs Meeting Together
  – Topics of interest to more than one WG
  – Interested WGs may or may not be all in one CG
  – Interested WGs may Distributed Working Groups
  – WG/CG Coordinator Staff will coordinate rooms (CG Room, larger WG Room, etc.)

• Focus Sessions (FSs) & Distributed Working Groups (DWGs)
  – FS & DWG themes are different than all current CGs & WGs
  – There are no FSs for the 83rd MORSS, but for your information, they are temporary
    • Must submit rationale to Program Chair & WG/CG Coordinator to be a Focus Session
    • Less than 2 years and normally 2-4 ninety minute sessions
    • After 2 years, must be approved to be a DWG or incorporated into an existing WG
  – There are 2 DWGs for the 83rd MORSS and they can be permanent
    • Normally all joint sessions with other working groups
    • If and only if extra rooms are available, may have independent sessions (i.e., CoP Meeting, non-related topic)
THE TEAM
Other Potential Team: Sp Mtg & CoP Chairs

• Special Meeting Chairs
  – Special Meetings conducted during the year need a place for their outbriefs
  – If related to your CG/WG, you may be asked to provide room for their outbrief
  – For example, my “Bringing Analytical Rigor to Joint Warfighting Experimentation” Workshop was briefed in the Experimentation WG

• Community of Practice (CoP) Chairs
  – One of the goals of the MORS Communities of Practice are to meet annually face-to-face
  – If related to your CG/WG, you may be asked to provide room for their annual meeting
  – For example, I submitted my annual Affordability Analysis CoP face-to-face meeting to our related CGs & WGs: Acquisition CG, Decision Analysis WG & Cost Analysis WG
83rd MORSS Key Leader Training
Symposium Preparations Agenda

• Introduction

• The Team

• Symposium Preps
  – WG Guidance
  – Soliciting Presentations
  – Developing Sessions
  – Advertising
  – Milestone Dates

• CG-WG-DWG Training # 2: Execution
• **Working Group Charter**
  – Available from the MORS Office
  – Describes general guidance for the working group

• **Annual Symposium Theme**
  – The Program Chair will select a theme for the upcoming symposium
  – The theme will be approved by the Board of Directors
  – The Program Chair will inform the WG/CG Coordinator of the approved theme
  – The WG/CG Coordinator will inform all of their CG Chairs and WG Chairs

• **83rd MORSS Theme**
  – *National Security Analysts: Growth Through Professional Development and Continuing Education*
• **Working Group Prospectus**
  – Previous version available from the MORS Office & on MORS website
  – WG Chair responsible for updating the prospectus to:
    • Use the WG Charter as a foundation
    • Be consistent with the approved annual symposium theme
    • Highlight the WG intentions for the symposium
  – Revised prospectus should already be submitted for the 83rd MORSS
    • Will be included in the Announcement and Call for Presentations (ACP)

• **Past Symposium Critiques**
  – May be available for review from the MORS Office or the previous WG Chair
• Your Working Group Prospectus was revised to be consistent with the Annual Symposium Theme and included in the MORS Announcement and Call for Presentations (ACP).

• However, do not expect the ACP to produce all of the briefs you will need, or the right balance of content to fit your plan.
  – Experience has shown that less than half of your quality papers will come directly from the ACP.
  – The remainder, and generally the highest quality, come from your active solicitation.
  – You want to strive to fill all sessions allocated to your working group with meaningful presentations.
• Where can you solicit?
  – Explore the technical community:
    • To create broad interest in your working group, you need to seek wide representation of the technical community.
    • Here is a great place to use your advisor. Most WG Advisors are past WG Chairs and/or MORS Fellows & have extensive contacts in the technical community.
  – Use your Co-Chairs:
    • Ask them to solicit papers in a specific area of interest or from a particular part of the technical community.
    • You can ask them to set up a whole session centered in an area of their expertise.
    • Here’s where a broad representation of the technical community and the services within the working group leadership will pay big dividends.
  – Consider other MORS Possibilities
    • Joint Sessions (Other WG Chairs / DWG Chairs), Sp Mtg Outbriefs & CoP Mtgs.
• Where can you solicit? (continued)
  – Use your Composite Group Chair or Co-Chairs:
    • Your working group belongs to a composite group.
    • One of the goals of the composite program is to support its member working groups.
    • In most cases, the CG leadership has a great deal of experience and may have suggestions in solving your particular problem.
  – Send solicitation letters / e-mails:
    • Describe what you are requesting (include a copy of your prospectus).
    • Can be sent to previous WG attendees, senior military officials and senior contracting personnel.

The bottom line ➔ Networking is key!
• Your presentation solicitations were successful, now how do you develop your sessions?

• Just remember four key points:
  – Balance is the KEY
  – Session themes are good
  – “Variety is the spice of life”
  – Presentation length
• **Balance is the KEY** –

  – Any group of papers dealing with a general subject area will have natural groupings and may suggest a flow of presentations.
  
  – Strive to “go with the flow.”

  – However, be aware of a few historical lessons learned:

    • Mix government (especially military) and contractor presenters within each session.
    • Military presenters, especially discussing a high profile program, tend to draw larger audiences.
    • Sessions devoted solely to modeling or methodology attract only a small subset of potential participants – mix the types of presentations.
    • Vary the session format when practical.
“Going with the flow” or creating session themes –

Theme development –

• Although your working group has an assigned general area of interest, it is helpful to develop a general focus or sub-theme for each session.

• This allows identification of areas that may require solicitation efforts.

• The WG Chair can assign their Co-Chairs to be responsible for a session(s) in their area of expertise or interest.

Central theme for sessions reduce disruptions –

• The theme focuses participants on a particular subject area.

• It also reduces the number of people leaving mid-session because of shifting subject area, i.e., roamers vs. squatters

Joint Sessions with Other WGs and / or DWGs –

• The theme is the other WG’s focus
“Variety is the spice of life” –

Variety in session format contributes to the general quality of a working group’s activities.

However, do not alter the format simply for a change. Use different formats to:

- More effectively address specific topics,
- Strengthen weaker presentations, or
- Present differing views

The WG Chair’s goal is to keep participation high and interest new participants.
Session Variety: Different Formats –

Discussants:

- A good discussant can put a paper in perspective, highlighting its positive contribution as well as its limitations.
- To use discussants, the speaker should provide their presentation to the discussant prior to the symposium for review. Also, the WG Chair needs to leave extra time in the session schedule for the inevitable lively discussions that will follow.

Panel Discussions:

- Invite a panel of experts, representing the various positions of the issue.
- Start the session with comments by each expert and follow with questions and answers.
- Encourage the experts to question each other.
- Ideal for joint sessions with other working groups.

Joint Working Group Sessions:

- One way to encourage “big name” speakers to participate.
- The cross-fertilization of ideas and approaches can be invigorating.
- May be a limitation of large meeting rooms. Be sure to coordinate with the MORS Office.
• Session Variety: Different Types –
  – Work-in-Progress Papers:
    • Many people are reluctant to present incomplete work or interim results.
    • However, the feedback can be invaluable to the presenter.
    • It is the challenge of the WG Chair to design and lead a session which provides positive response to the presenter.
    • Encourage the presenter to end the presentation with unresolved issues to focus the discussion.
  – State-of-the-Art Presentation:
    • Invite a speaker to provide an overview of the “leading edge” work in progress.
    • The brief can highlight controversial issues and approaches, and conclude with suggestions of important research topics.
    • After the presentation, allow time for lengthy discussion within the working group.
  – Demonstration:
    • Instead of just briefings, include demonstrations of work completed in your working group’s area of interest.
    • Instead of just listening, your participants can be stimulated visually with a demo.
• **Session Variety: Other** –
  
  – **Interdisciplinary Flavor:**
    
    • Reach out to other disciplines whose work may be of interest to your group.
    
    • Possibilities include history, psychology, social sciences, engineering and statistics.
    
    • To make such a session productive, **YOU** must be prepared to lead a discussion that will illuminate how the speaker’s ideas could be used in your area.

  – **“Pro & Con” Presentation:**
    
    • Invite speakers to provide presentations on different “sides” of the same issue.
    
    • After the presentation, allow time for lengthy discussion within the working group.

  – **Participant Response Time:**
    
    • Set aside one session (or portion of a session) to allow for exchange among the participants.
    
    • Lead the participants in a discussion that elicits comments on major analytical or modeling efforts being conducted in their organizations.
    
    • Keep it fairly general to insure that proprietary or security restrictions do not interfere.
SYMPOSIUM PREPS
Developing Sessions: Presentation Length

• Scheduling presentations –
  – With 90-minute sessions, there is time for three 25-minute presentations with 5-minute breaks in between. This includes discussion time!
  – AVOID trying to CRAM too many papers into one session.
  – You MUST allow time for spontaneity and interaction between the participants.
  – Remember, your attendees will be “squatters” and “roamers”

• Filling gaps –
  – Expect some presentation attrition at the last minute.
  – Do not compensate by changing the schedule (some presenters may be presenting in more than one working group).
  – Options for filling gaps include:
    • Use backup papers,
    • Extend the discussion on an interesting paper, or
    • Discuss in-progress work among the attendees.
  – Plan ahead! Keep up with your planned backups – you may need to contact them quickly.
• After your schedule is developed – ADVERTISE!
• Hopefully, this will encourage more people to attend the Symposium
• Potential advertising methods
  – Mass e-mails
  – Website & social media
  – Publications
  – Conversations, personal e-mails, personal phone calls
  – Industry Marketing Partners
  – MORS Communities of Practice
<table>
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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>15-Oct-2014</td>
<td>Final deadline for WG/CG information to be submitted to MORS Office -- Names, full contact info, updated Charters, and Prospectuses</td>
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<tr>
<td>14-Nov-2014</td>
<td>Publish Online Announcement and Call for Presentation (ACP)</td>
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<tr>
<td>31-Jan-2015</td>
<td>Deadline for abstract online submissions</td>
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<tr>
<td>27-Feb-2015</td>
<td>Preliminary agenda, speaker list, paper titles, abstracts &amp; contact info due to MORS Office via web abstract site</td>
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<td>6-Mar-2015</td>
<td>All chairs must notify submitters of acceptance or rejection of submitted abstracts.</td>
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<td>27-Feb-2015</td>
<td>Preliminary agenda, speaker list, paper titles, abstracts &amp; contact info due to MORS Office via web abstract site</td>
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<td>13-Mar-2015</td>
<td>MORS 109 A/B forms due</td>
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<td>1-Apr-2015</td>
<td>Early Registration ends @ 1700 EDT</td>
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<td>2-Apr-2015</td>
<td>Regular registration begins</td>
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<td>15-May-2015</td>
<td>WGs revisions to Final Agenda for QRPS</td>
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<td>15-May-2015</td>
<td>Visit request to MORS Office via JPAS</td>
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<td>17-May-2015</td>
<td>Regular registration ends @ 1700 EDT</td>
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<td>22-May-2015</td>
<td>Late registration begins</td>
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<td>29-May-2013</td>
<td>83rd MORSS CG/WG Chairs submit nominations for 84th MORSS slate of WG/CG chairs</td>
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<td>30-May-2015</td>
<td>Chairs complete uploading unclassified presentations</td>
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<td>20-Jun-2015</td>
<td>MORS office opens at DoD Mark Center and Hilton</td>
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<tr>
<td>23-Jun-2015</td>
<td>83rd MORSS Chair Warm-up Session</td>
</tr>
<tr>
<td>24-Jun-2015</td>
<td>83rd Town Hall Breakfast</td>
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<tr>
<td>25-Jun-2015</td>
<td>WG/CG Wrap-up</td>
</tr>
<tr>
<td>26-Jun-2015</td>
<td>Conduct Kickoff Meeting for 84th MORSS</td>
</tr>
<tr>
<td>22-23-Jul-2015</td>
<td>Virtual Segment of 83rd MORSS</td>
</tr>
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</table>
• Introduction
• The Team
• Symposium Preps
• CG-WG-DWG Training # 2: Execution
• Questions?
• **Virtual Aspects**
  - WG Leadership Mtgs
  - 83rd Virtual Symposium
    • 22-23 July

• **Involving Speakers**
  - Keep Offerers Informed
  - Abstract Status
  - Symposium Preps

• **Annual Symposium**
  - Quality WGs
  - Before the Symposium
  - During the Symposium
    • 22-25 June
  - After the Symposium

• **Keeping on Track**
  - Coordination with the MORS Office
  - WG Passdown
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