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State of the Society

In this ever changing and challenging environment, MORS has remained strong and adaptable. During the first three quarters of our program year (July-March) MORS programs prospered. Our workshop offerings included:

22-24 October - Cyber Wargaming in October, Alexandria, VA
18-21 November - Advancing Campaign Analytics, Alexandria, VA
4-5 December - Emerging Techniques Forum (ETF), Alexandria, VA
25-27 February - Cost Analysis Workshop, Arlington, VA

On 3-4 March MORS hosted the Education and Professional Development Colloquium (EPD) at the U.S. Naval Academy in Annapolis, MD. This was our last in-person event before quarantine, where 52 students, 60+ faculty and other participants discussed developments in OR education and curriculum. The students participated in the Richard. E. Rosenthal competition during which they broke into mixed teams from each of the Academies and Schools to solve a problem and present their findings to the larger group.

MORS' Continuing Education programs are growing and now include certificates with Continuing Education Credits (CEUs) from Virginia Tech in the following areas:

- Critical Skills for Analytic Professionals (CSAP)
- Critical Tools for Analytic Professionals (CTAP)
- Cyber Wargaming
- Excel Functions for Data Analysts
- National Security Risk Analysis
- Wargaming

MORS’ newest virtual program runs every Friday at 12 PM EDT and is designed to keep the MORS community connected and engaged. Weekly MORS-Talks cover relevant issues, professional, technical and career development topics. The one-hour event is an interview format and audience participation is encouraged. Recordings are made available to members on the MORS-Talk webpage.
The MORS Communities of Practice (CoPs) have continued to grow with a total of 21 communities and, new this year, Cyber and Campaign Analysis Communities. Under the leadership of Dr. Marv King, our CoPs now, more than ever, serve as a vital link to keep you current in your focus areas and strengthen your connection to others in your discipline(s) of interest. CoPs continue to meet monthly online and have dedicated community portals on the MORS website.

**Current CoPs**

Affordability Analysis  
Campaign Analysis  
Cost Analysis  
Cybersecurity  
Data Science and Artificial Intelligence  
Deterrence Analysis  
Developing Command and Control  
Experimentation  
Human Behavior and Performance  
Intelligence, Surveillance, & Reconnaissance (ISR)  
Irregular Warfare  
Logistics  
Manpower and Personnel  
Military Assessments  
Modeling & Simulation  
Multi-Domain Operations  
National Security Risk Analysis  
Red Teaming  
Social Sciences  
Undersea Warfare  
Wargaming

Interested in joining a CoP? Visit the MORS website for the full descriptions and committee leads for each CoP or contact Dr. Marvin King at marvin.l.king2.mil@mail.mil or Liz Marriott at liz.marriott@mors.org.

https://www.mors.org/Communities/Communities-of-Practice
Now, you are here with us for the 88th MORS Symposium, our first 100% virtual Symposium. I want to thank the 88th Chair, Dr. John Young and his great team (page 22) for their quick pivot to a virtual Symposium and leadership throughout the year.

All of these activities and the quick MORS response to the COVID-19 emergency are possible because of dedicated individuals and the strength of our MORS community. Leading us through the year is the MORS Executive Council (page 19) as well as the MORS Board of Directors and Advisory Directors (page 20). These elements of the Society receive continued support from the MORS Fellows (page 22) and the MORS staff (page 23). I want to thank the team for their great work and leadership this past year!

I would like to introduce the 2020-2021 leadership team, the newly elected MORS Executive Council:

**President:** Mr. Brian Morgan  
**President Elect:** Mr. David D. Saranchak  
**Immediate Past President:** Dr. Simon R. Goerger  
**Vice President Finance and Management:** Dr. Les Servi  
**Vice President Professional Development:** MAJ Nathaniel D. Bastian, PhD  
**Vice President Meeting Operations:** Dr. John Young  
**Secretary of the Society:** Ms. Tamara Lynne McNeley  
**Chief Executive Officer:** Ms. Susan K. Reardon

**Newly Elected Members of the Board of Directors:**  
Dr. David Azari, US Army Futures Command  
Mr. John R. Cobb, IV, DHS  
Mr. Shaun Doheney, JDSAT  
Ms. Meredith Dozier, USN  
Dr. Jason Southerland, US Army Futures Command  
Dr. George "Mark" Waltensperger, Lockheed Martin

In addition, I would like to acknowledge the MORS Fellows (page 22) whose experience and guidance in these unprecedented times is invaluable. I would also like to recognize and thank the MORS Government Sponsors (page 9) and Industry and Organization and National Research Partners (page 14). They provide financial support but most importantly, they provide you, the members, the support you need to make our Society prosper even in difficult times.
Finally, I am grateful to those MORSians who stepped forward and continue to assist the nation and world during the COVID-19 crisis. Several members of the national security analytical community were called upon to perform modeling, simulation, and analysis across multiple disciplines to support local, regional, and national operational and strategic decisions. To support their hard work, MORS will continue to move forward with our efforts to strengthen relationships and skills sets for our members so they can continue to answer the call to satisfy national security analytical needs.

It has been an honor to serve you and be a MORSian!

Dr. Simon R. Goerger
2019-2020 MORS President
To view the full list of abstracts and their virtual meeting locations, visit: [https://www.mors.org/Events/Symposium/88th-Symposium/88th-Attendees](https://www.mors.org/Events/Symposium/88th-Symposium/88th-Attendees)

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Awards and Prizes

During the plenary session, we will also honor our 2019 MORS Fellows, Award, and Prize recipients. Visit the Awards website page to view more details on all awards and prizes.

https://www.mors.org/Professional-Development/Awards

New MORS Fellows

• Mr. Norman Reitter
• Mr. Donald Timian

Vance R. Wanner Award: Dr. Robert F. Dell

Clayton J. Thomas Award: Dr. Janet A. McLeavey

John K. Walker, Jr. Award: Mr. Shaun Doheney, Lcdr Connor S. McLemore, and Mr. Sam L. Savage for their paper, “Operational Readiness Rollup,” published in the September 2019 Phalanx


Wayne P. Hughes Award: Dr. Stephen M. Henry

Richard H. Barchi Prize: Dr. Benjamin Michlin (NIWC), et.al. for their paper, “Predicting and Improving FA-18 Squadron Readiness Using the Digital Aviation Readiness Technology Engine and The Resource Optimization, Allocation, and Management Model”

Visco Prize: Dr. David Masad

Rist Prize: The winner will be announced at the plenary session. The finalists are:

• Ms. Emily Johnson, Mr. Jake Taylor, “FishTactic: Data Mining for Fisheries Law Enforcement Targeting”
• Mr. Steve Folga, Ms. Leah Talaber, Mr. Edgar Portante, Mr. Prakash Thimmapuram & Mr. Brian Marko, “Analysis of Impacts to the Nation’s Energy Infrastructure from Catastrophic Events”

Symposium App

Download the MORS App on your smart phone or tablet for a convenient and up-to-date schedule of sessions and information. Select the sessions you wish to attend and create your own calendar of sessions in the app or add your selected sessions to your device calendar.

Look for “MORS APP” in your App store and login with the same username and password used for the MORS website and select the 88th MORS Symposium event. The MORS App works on Apple IOS and Android devices and may be accessed on other devices and computers at: https://mors.eventpedia.us/

GoTo Meeting/Webinar Assistance

GoToMeeting participants can download the full-feature desktop software on a Windows or Mac computer to take advantage of all our great collaboration tools including shared keyboard/mouse, drawing tools, and more. Participants can also choose to join meetings from the Web App, our browser-based version that does not require any downloads, or from our GoToMeeting mobile app. To join via the browser, please use Google Chrome or Microsoft Edge. Please turn off VPN while using GoTo Meetings.

Complete GoTo Meeting guide for participants: https://support.goto.com/meeting/attendee-guides

For help regarding GoTo Meeting, please visit: https://www.mors.org/Events/GoTo-Meeting-for-Attendees
Vice Admiral Michael F. McAllister, USCG  
Deputy Commandant for Mission Support at U.S. Coast Guard Headquarters

Vice Admiral Michael F. McAllister assumed the duties of Deputy Commandant for Mission Support at U.S. Coast Guard Headquarters in Washington, D.C. on May 25th, 2018. As Deputy Commandant for Mission Support, Vice Admiral McAllister leads the 17,000-person organization that delivers the systems and people that enable the U.S. Coast Guard to efficiently and effectively perform its operational missions. He is responsible for all facets of support for the Coast Guard’s diverse mission set through oversight of human capital, lifecycle engineering and logistics, acquisitions, information technology and security.

Previously, Vice Admiral McAllister served as Commander, Seventeenth Coast Guard District, where he was responsible for Coast Guard operations throughout Alaska, the North Pacific Ocean, Arctic Ocean and Bering Sea.

Vice Admiral McAllister also served as the Deputy Director of Operations for Headquarters United States Northern Command where he was responsible for homeland defense and defense support of civil authorities for North America, and theater security cooperation with Mexico and the Bahamas.

He has served in a variety of operational assignments, both afloat and ashore. He served as a Deck Watch Officer aboard the USCGC STEADFAST, St. Petersburg, Florida, and as Commanding Officer of USCGC POINT STEELE, Fort Myers Beach, Florida and USCGC KEY LARGO, Savannah, Georgia. From 2000 to 2003, Admiral McAllister served as Chief, Response Division at Coast Guard Activities New York where he led maritime response and security operations following the terrorist attacks of September 11, 2001 in New York City. He also served as Commander of Coast Guard Sector Charleston, South Carolina where he prototyped the Department of Homeland Security’s successful Interagency Operations Center Program.

His staff assignments include duty as a Construction Project Manager at Facilities Design and Construction Center Pacific in Seattle, Washington and as Executive Officer of Civil Engineering Unit Miami, Florida. He served as a program reviewer in the Office of Programs and Budget at Coast Guard Headquarters in Washington, DC, and as the Officer Assignments Branch Chief at the Coast Guard Personnel Command, Arlington, Virginia. He was also the Executive Assistant to the Vice Commandant of the Coast Guard, the Executive Director for the Deputy Commandant for Mission Support, and the Director of Coast Guard Enterprise Strategic Management and Doctrine.

Vice Admiral McAllister attended the United States Coast Guard Academy, graduating in 1986 with a Bachelor of Science Degree in Civil Engineering. In 1991, he was awarded a Master of Science Degree in Civil Engineering from the University of Illinois at Champaign-Urbana. In 2004, he received a Masters of Business Administration from the Massachusetts Institute of Technology as a member of the Sloan Fellows Program. His personal awards include the Defense Superior Service Medal, Legion of Merit (five awards), the Meritorious Service Medal (five awards), the Coast Guard Commendation Medal (three awards), the DOT 9/11 Medal, as well as numerous other personal, unit and Service awards. He is a registered Professional Engineer in the state of Washington.
Government Sponsors

**Army Sponsor**
Dr. Steven A. Stoddard
Director, Center for Army Analysis
(HQDA/DCS Program G-8)

Army Sponsor Representative
Mr. Martin Dubbs

**Marine Corps Sponsor**
Mr. Douglas Hoffman
Combat Development & Integration, Operations Analysis Directorate
MCCDC

Marine Corps Sponsor Representative
Mr. Andrew Jensen

**Navy Sponsor**
Ms. Virginia R. “Robbin” Beall
Acting Deputy Director, Assessment Division (N81)
Office of the Chief of Naval Operations

Navy Sponsor Representative
Mr. Lyman Moquin

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Mr. R. Chandler Swallow
Acting Director, Studies, Analyses and Assessment

Air Force Sponsor Representative
Ms. Laura Guay

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Deputy Director for Cyber Programs, Office Under Secretary of Defense

Office of the Secretary of Defense Sponsor Representative
Mr. Richard Phares

**Department of Homeland Security**
Dr. John Dargan
Deputy Director, Operations and Requirements Analysis Division, U.S. Department of Homeland Security Science and Technology Directorate

Department of Homeland Security Sponsor Representative
Dr. Michael Hieb
Tutorials
This year we are offering 24 engaging tutorials from which to choose on the first day of Symposium. All tutorials will run on Monday, 15 June varying in times from 1030-1730. Topics will range from Modeling and Simulation to Electronic Warfare to Cyberspace and Gray Zone Conflict, to name a few. To view the full list of tutorials, their descriptions and authors, visit: 

Posters
There will be 5 posters displayed on the MORS website. The title and authors for these posters are:

1. A Novel Scoring Rubric for Evaluating Marksmanship Performance
   Authors: Dr. Seth Elkin-Frankston; Dr. Rachelle Horwitz-Martin; Dr. Erika Hussey; Dr. John Ramsay
2. A Novel Tensor Decomposition Approach to Multi-Dataset Clustering and Correspondence Finding
   Authors: Ms. Charlotte Ellison; Mr. William Fields
3. Game Simulation for Agent-based Command and Control Experimentation
   Author: Mr. John T Richardson
4. Utilizing the Historical Wargame to Inform the Future: How do contextual factors influence decision-making?
   Authors: Mr. Mark Robert Mittrick; Ms. Justine Caylor; Mr. Eric G Heilman; Dr. Timothy P Hanratty
5. Cost Effectiveness of the Offense as a Ship Self-Defense Tactic
   Author: Ms. Kara Dowling

To view and download the posters, visit: 
https://www.mors.org/Events/Symposium/88th-Symposium/88th-Posters

Special Sessions
Special sessions are organized around a central topic or theme considered of interest to a large portion of symposium attendees. This year, authors will be presenting 27 Special Sessions. Some special sessions include: Special Sessions given by the Armed Forces, Communities of Practice and a unique session regarding COVID-19.
Partner Demos

For full demo descriptions, visit the MORS App under “Industry Partners.” Partnerships are available at many different levels, as well as at reduced rates for multi-year commitments. For information on the MORS Partner Program, please contact Mr. Ron Sallerson, Director of Partner Relations, ron.sallerson@mors.org or 703-933-9078.

CANA Advisors: Using R Shiny to Prototype Commercial Transportation at the Strategic, Operational, and Tactical Levels
Date: 6/16/2020, 4:00 PM - 5:00 PM
Using R Shiny, CANA was able to quickly develop the prototype tools and incorporate improvements identified by users and decision-makers. In this demo, CANA will review the development cycle and show the R Shiny apps.

Improbable: SpatialOS Engine Integration
Date: 6/16/2020, 4:00 PM - 4:30 PM
Improbable will demonstrate how SpatialOS amplifies military simulation and game engines by efficiently and quickly unlocking scale, complexity, and deployment flexibility.

JMP 15® Software for Data Visualization, Exploration and Discovery
Date: 6/19/2020, 4:00 PM - 5:30 PM
It will be shown how JMP’s “graphic for every statistic” can easily be moved into PowerPoint presentations and interactive HTML5 web reports so that viewers can ask “what if?” questions and get immediate answers without having JMP software.

Lockheed Martin: Q&A
Date: 6/16/2020, 4:00 PM - 4:30 PM
Demo from Lockheed Martin will provide an overview of the company’s contributions to the 88th MORS Symposium as well as an open-forum Q&A session and discussion among participants and company representatives.

MicroStrategy: Putting Advanced Analytics into the Hands of National Security Decision Makers
Date: 6/16/2020 and 6/17/2020, 4:00 PM - 4:30 PM on both days
Data Science requires a centralized platform of trusted data and open architecture with SDKs and APIs to help data scientists deploy purpose-built predictive solutions. Beyond this, they need a way to deliver predictive insights to decision-makers across devices and in their routine workflows.
**OptTek Systems Partner Demo: OptDef – Optimization, Design of Experiments & Analytics for Simulation Models**

Date: 6/16/2020 and 6/18/2020, 4:00 PM - 4:30 PM both days

In this demo, we will describe uses of OptDef and demonstrate many product features including automating single and multi-objective optimization, design of experiments, and batch runs, post-run statistical and graphical analysis tools, and parallel simulation execution.

**Qlik**

Date: 6/17/2020, 4:00 PM - 4:30 PM

The demo will show how Qlik Sense can be used to bring AI and ML to real-world applications. Learn how Qlik’s unique approach to AI will help amplify the power of human intuition with the scale and speed of machine intelligence.

**SAS: Utilizing Public Data to Identify Unusual Shipping Patterns in the North Sea**

Date: 6/16/2020, 4:00 PM - 4:30 PM

This demonstration of SAS Viya shows how the platform can automate analytics workflows on public AIS data for the purpose of maintaining situational awareness on routes, alerting on watch-listed vessels, detecting illegal fishing activities, identifying hazards, and alerting on high-risk cargo transiting the area.

**SAS: Real-Time ISR Sensor Fusion and Prioritization**

Date: 6/17/2020, 4:00 PM - 4:30 PM

This demonstration of SAS Viya shows how the platform can automate the process of correlating numerous incoming data streams and generating alerts for analysts to contextualize only the relevant information.

**Systecon: Opus Suite Demonstration**

Date: 6/16/2020, 4:00 PM - 4:30 PM

The capabilities provided by Systecon and Opus Suite are equally applicable across the entire systems life cycle, from concept development and procurement, to verification and implementation, to operations and maintenance, and finally, phase-out and replacement.
Systecon: Opus Suite with Tactical AI Demonstration  
Date: 6/18/2020, 4:00 PM - 4:30 PM

Systecon offers an AI enabled fleet management capability powered by our proven Opus Suite platform that correlates multiple data sets to provide comprehensive decision support for fleet and individual system health. We utilize existing data download processes to provide operational regime-based analysis.

The Ranger Group: The Ranger Group Operations Analysis in Support of Command and Control Challenges  
Date: 6/18/2020, 4:00 PM - 4:30 PM

During this demonstration we will share our experience and lessons learned on information technology prototype evaluation and development support and what we’ve learned about developing relevant metrics in the analysis of command and control.

WBB: Tech-Trakr: Understanding and Exploring Technical Data from Large Repositories of Unstructured Text  
Date: 6/17/2020, 4:00 PM - 5:00 PM

Tech Trakr is a system designed to gather data from disparate sources and extract relevant information such as entities and relationships using multiple parsing and Natural Language Processing techniques.

Worcester Polytechnic Institute  
Date: 6/17/2020, 4:00 PM - 5:00 PM

This panel session will provide information on the Systems Engineering, Cybersecurity and Data Science Graduate Programs at WPI. Participants will have the opportunity to discuss these three areas with the experts and ask any questions they may have.
National Research Partner

Platinum

Gold

Silver

Bronze

IDA

LOCKHEED MARTIN

Raytheon

IST

MITRE

Sandia National Laboratories

Sas

ANSER

Argonne

CANA Advisors

KaDSci

LMI

SAIC

SPA

Systecon

Technomics

ARA

BAE Systems

George Mason University

Guidehouse

Hartley Consulting

Improbable

IDI

JDSAT

jmp

MicroStrategy

Metron

NC State

NT Concepts

OptTek Systems, Inc.

PMSPA

Qlik

Lead with Data

Perduco Group

Quality Comes Standard

THE RANGER Group

WBB

WPI
Working Group Leadership

CG A Homeland and International Operations
Chair: Mr. John Cobb
Advisor: Dr. Ross W. Snare, III

CG B C4ISR and Net-Centric Operations
Chair: Mr. William Harclerode

CG C Joint Warfare
Chair: Mr. Steve McCarty
Advisor: Mr. Kenneth A. Amster
Advisor: Mr. Chris R. Linhardt

CG D Resource/Readiness/Training
Chair: LTC [Retired] Britt E. Bray

CG E Acquisition and Capability Development
Chair: Dr. Luis A. Cortes
Co-Chair: Dr. Scott Willette
Co-Chair: Dr. Francisco Ortiz
Advisor: Ms. Ricketa Clifton

CG F Interdisciplinary Advances in OR
Chair: Mr. Michael W. Garrambone, FS
Advisor: Mr. Don Timian, FS

CG G Hybrid Warfare
Chair: LTC Vincent Boncich
Co-Chair: MAJ Jaison Desai
Advisor: LtCol [Retired] Loren G. Eggen

DWG1 Human Behavior and Performance
Chair: Mr. Alex Barelka
Advisor: Ms. Laura D. Guay

DWG2 Unmanned Systems
Chair: Mr. Matt Rich
Co-Chair: Mr. Scott R. Swinsick
Co-Chair: Mr. Tom Karnezos
Co-Chair: Mr. John Pino
Co-Chair: Mr. Eric Rose
Co-Chair: Mr. Larry Bulanda

DWG3 Emerging Operations Research
Chair: Mr. Matthew Selwyn
Chair: Mr. Michael Lewis
Co-Chair: Ms. Jennifer Conner
Co-Chair: Ms. Melissa Wickers

WG 1 Strategic Operations National Security Analysis
Chair: Maj Amanda Rasmussen
Co-Chair: Capt Garrett Jameson
Advisor: MAJ Michael Gibb, PhD

WG 2 Chemical, Biological, Radiological, Nuclear, and Advanced Explosives (CBRNE) Defense
Chair: Mr. William T. Greer
Co-Chair: Dr. Jay Davies
Co-Chair: Dr. Joe Olah
Advisor: Mr. Steven Lagan

WG 3 Infrastructure Analyses, Protection and Recovery
Chair: Dr. Daniel Eisenberg
Co-Chair: Dr. Thomas Sharkey
Advisor: Prof. David L. Alderson

WG 4 Homeland Security, Homeland Defense and Civil Support
Chair: LtCol [Retired] Hans Petry
Co-Chair: Dr. Robert Brigantic
Co-Chair: Ms. Stephanie M. Caico
Co-Chair: Mr. Mark Adams
Co-Chair: Mr. Chris Prather
Advisor: Dr. Julie A. Seton

WG 5 Information and Cyber Operations
Chair: Mr. Skip Tornquist
Co-Chair: LTC Brian Douglas Wisniewski, USAR
Co-Chair: Mr. Paul Works
Co-Chair: Dr. Stephen B. Chaney
Co-Chair: Mr. David J. Myers
Co-Chair: Mr. Lyman Raymond Moquin
Co-Chair: Mr. Sarah McGuire
Co-Chair: Mr. Rajeev Agrawal
Co-Chair: Mr. Michael Woudenber
Co-Chair: MAJ Robert Hanks
Co-Chair: Dr. Mark Lukens
Co-Chair: Mr. Anthony Gabrelson
Co-Chair: Mr. Diane Stahli
Co-Chair: Mr. Robert Wood
Co-Chair: Mr. Minal Mangra
Co-Chair: Mr. David Kohlhoff
Advisor: Mr. David Lee Silvernail, Jr.

WG 6 Command and Control (C2)
Chair: Mr. Tom Karnezos
Co-Chair: Mr. Dennis Chung
Advisor: Mr. Chris Moore

WG 7 ISR (Intelligence, Surveillance, and Reconnaissance)
Chair: Mr. Eric Harclerode
Co-Chair: Mr. Chen K. Lai
Advisor: Mr. William Harclerode
WG 8 Space Acquisition, Testing and Operations
Chair: Mr. William McGhee
Co-Chair: Dr. Charles Francis Vaughan
Co-Chair: Mr. Paul Fall
Co-Chair: Mr. Kyle Libby
Co-Chair: CDR Lora Gorsky
Co-Chair: Mr. Brian Landis
Co-Chair: Mr. Daniel Stouch
Advisor: Mr. Steven G. Toler

WG 9 Air and Missile Defense
Chair: Mr. Daniel Sproull
Co-Chair: Mr. Richard Austin
Co-Chair: Mr. David Halloran
Co-Chair: Mr. Steven Toler
Co-Chair: Dr. Daniel Maxwell
Co-Chair: Mr. Chris Prather
Advisor: Dr. Richard C. Goodwin
Advisor: CDR Ronald Cappellini

WG 10 Joint Campaign Analysis
Chair: Mr. Steve Heinlein
Co-Chair: Mr. William H. Woodson, Jr.
Co-Chair: Adrian Benson
Co-Chair: Michael Nuss
Co-Chair: Mr. Mark Goolsbay
Advisor: Mr. Steve McCarty

WG 11 Land and Expeditionary Warfare
Chair: Ms. Melissa A. Stafford
Co-Chair: Ms. Laurie Hable
Co-Chair: LTC Michael Landin
Co-Chair: Mr. Robert Steele
Co-Chair: Mr. Vincent Gantz
Co-Chair: Mr. Matthew Wesloh
Advisor: Mr. Chris S. Henderson

WG 12 Maritime Operations
Chair: Mr. Joshua Cusworth
Co-Chair: Mr. Christopher Ruediger
Co-Chair: Mr. Philip Costello
WG 13 Power Projection and Strike
Chair: Ms. Judith Sherrill
Co-Chair: Ms. Kathryn Flynn
Co-Chair: Dr. Thomas L. Fariss
Advisor: Mr. Kenneth A. Amster

WG 14 Air Warfare
Chair: Ms. Kindra Bane
Co-Chair: Clint Johnson, PhD
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19-23 October - Certificate in Wargaming, Hilton Mark Center, Alexandria, VA
26-29 October - Measuring Cyber and Information Warfare, Online
16-20 November - Certificate in Excel Functions for Data Analysts, Online
7-10 December - Emerging Techniques Forum (ETF), Hilton Mark Center & IDA, Alexandria, VA
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