

*The Future of SOF in  
Strategic Competition:  
A Look at the Indo-Pacific  
and Beyond*

5-6 May 2021

**SURVEY REPORT**

## **BOTTOM LINE UP FRONT**

- A total **134 forum participants** and an additional **14 registered non-participants** provided feedback on the JSOU Forum Survey for a **total of 148 respondents**.
  - Approximately 66% of forum participants were first-time attendees.
- The forum **met its goal** of achieving discourse among divergent perspectives within the SOF enterprise and beyond (91%). The majority of survey respondents were **satisfied** with the event (93%) and indicated information from the forum would be **useful** in their current jobs (92%). Further, the event was well **organized** (95%) and content was **as expected or better** (93%). Nearly all respondents would **recommend** the forum to others (93%) and are **likely to participate** in a future JSOU forum (96%).
- Aspects of the forum that were identified as most beneficial and valuable include the **quality and variety of panelists, relevant content, and forum format**.
- One-third of respondents were return forum participants. Over 80% indicated **information from previously attended JSOU Future of SOF Forums has been useful** to them in their current jobs.
- Top recommendations to enhance the forum experience include **increased opportunities for interaction and resolving technical difficulties**.
- **Scheduling conflict** was the primary reason provided by Q3 registrants who ultimately did not attend the forum.
- JSOU implemented several effective advertising techniques for the Q3 forum: 41% of respondents **heard of the forum via an email from JSOU**, 25% from LinkedIn, 20% from word of mouth, and 16% from the JSOU website.
- While a direct comparison between forums is not the intent, an **increase in favorable ratings** from Q2 to Q3 suggests JSOU's efforts to refine the forums are appropriate.

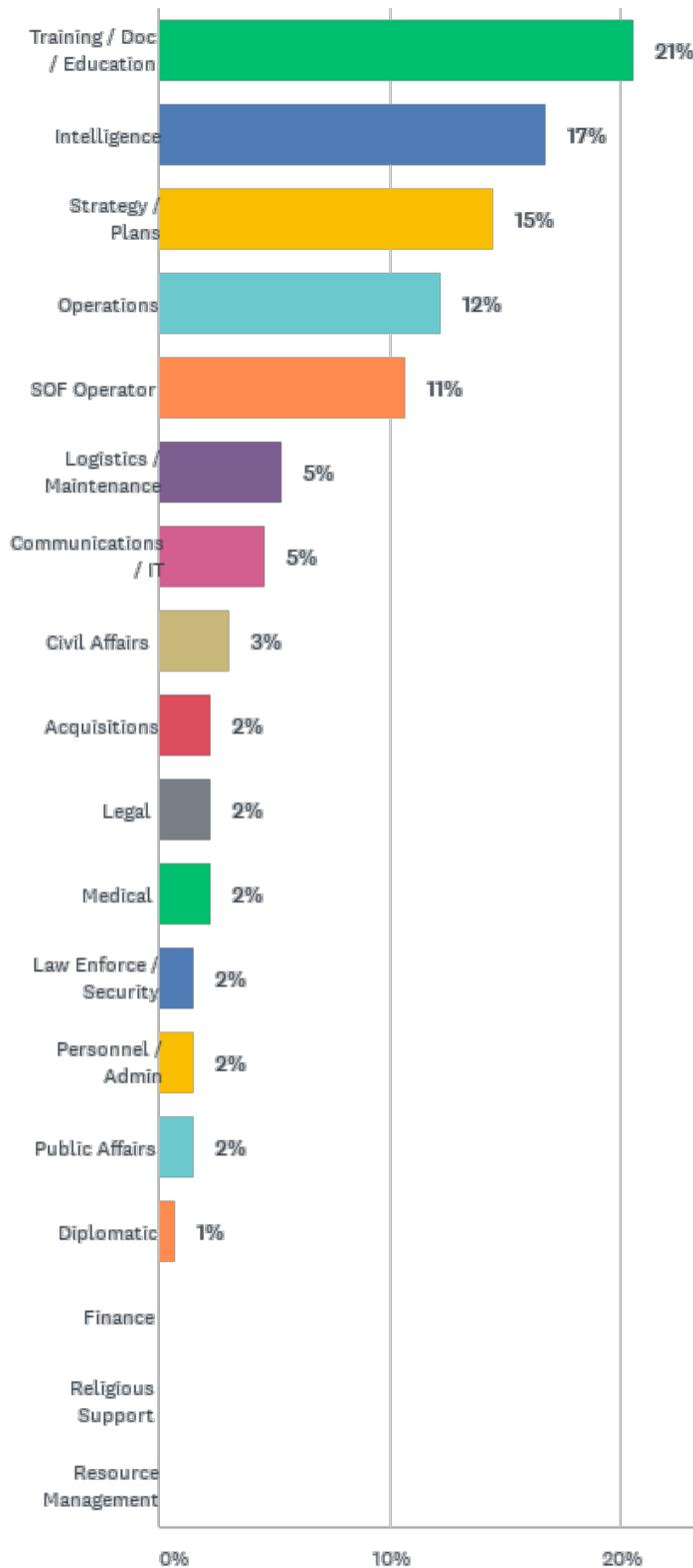
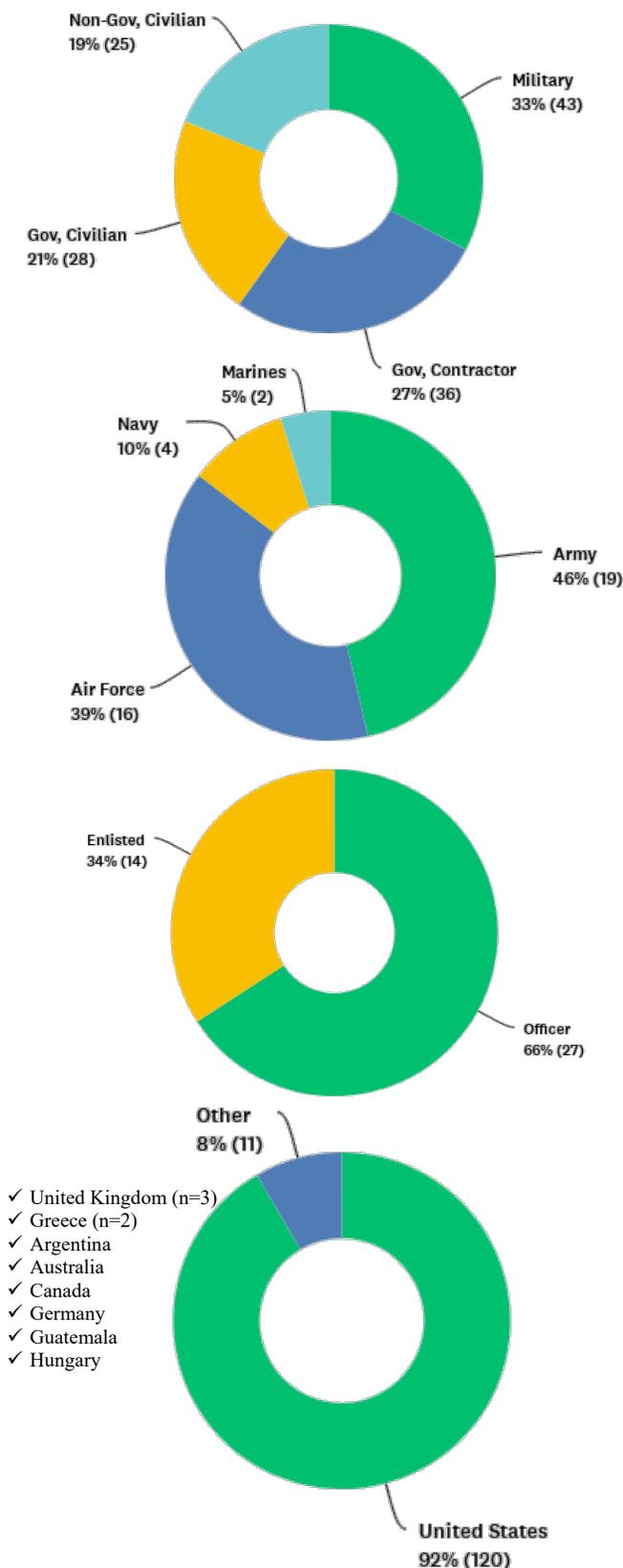
## **DATA-BASED RECOMMENDATIONS FOR FUTURE FORUMS**

- 1) Modify registration fields to maximize data collection efforts and facilitate identification of one or more participant persona.\*
- 2) Ensure login and usage data are captured and available for analysis.\*
- 3) Create opportunities to increase audience participation/engagement.\*
  - a. Consider use of interactive features (e.g., polling features).\*
  - b. Consider use of breakout rooms/sessions based on participant persona.\*
  - c. Refine session feedback survey/process to be more engaging and collect targeted feedback.
- 4) Increase visibility of read ahead material and slides.\*
  - a. Ensure read aheads are finalized NLT one week prior to forum.\*
  - b. Highlight availability of read ahead material in well-planned emails leading up to the forum.\*
  - c. Post final slides morning of so participants can download/follow along.
- 5) Continue to refine forum technology and production quality.\*
  - a. Provide DCE Productions with feedback (see page 15).
  - b. Consider use of a platform that supports interaction/collaboration.
- 6) Continue to ensure quality and diverse speakers from across organizations.\*
- 7) Based on the status of the COVID-19 pandemic and associated regulations, consider hybrid delivery of the forum allowing for both in-person and remote participation.\*
- 8) Produce a forum proceeding and supplemental material that is distributed to participants and relevant organizations.\*
  - a. Consider including highlights – agenda, JSOU Faculty Rapporteurs’ summaries, AAR.\*
  - b. Consider including contact information for panelists to promote networking.\*
  - c. Consider including participant roster/contact information to promote networking (individuals opt in/out of the directory during forum registration).\*

\*Denotes repeat recommendation from Q2 forum.

# PROFILE OF FORUM PARTICIPANTS WHO PROVIDED FEEDBACK

## DEMOGRAPHICS OF SURVEY RESPONDENTS WHO ATTENDED THE FORUM (N=134)



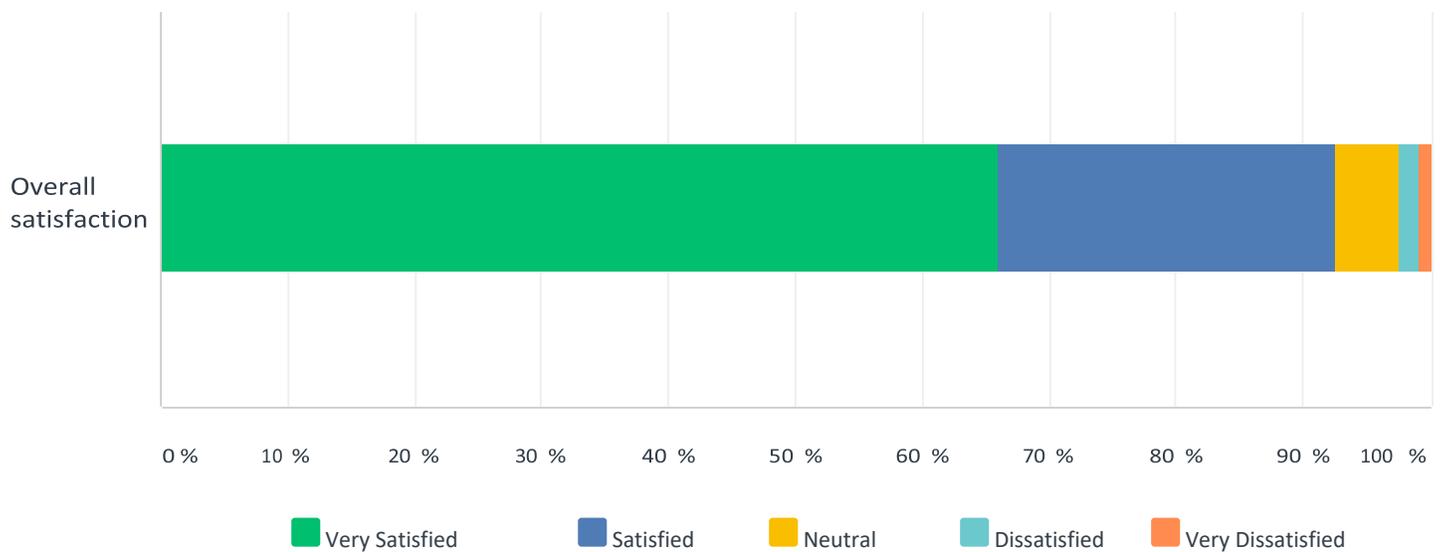
\* Individuals associated with the coordination or production of the event accounted for <7% of responses.

- Two-thirds of participants are first time attendees
- More military and more balanced representation compared to Q2

Participant Breakdown	First Time Attendee	Return Participant
Civilian – Government	13%	8%
Civilian – Government Contractor	15%	13%
Civilian – International	2%	3%
Civilian – Non-Government	13%	4%
Military – United States	23%	4%
Military – International	3%	2%
<b>Total</b>	<b>67%</b>	<b>33%</b>

## PARTICIPANT SATISFACTION

### OVERALL LEVEL OF SATISFACTION WITH THIS EVENT



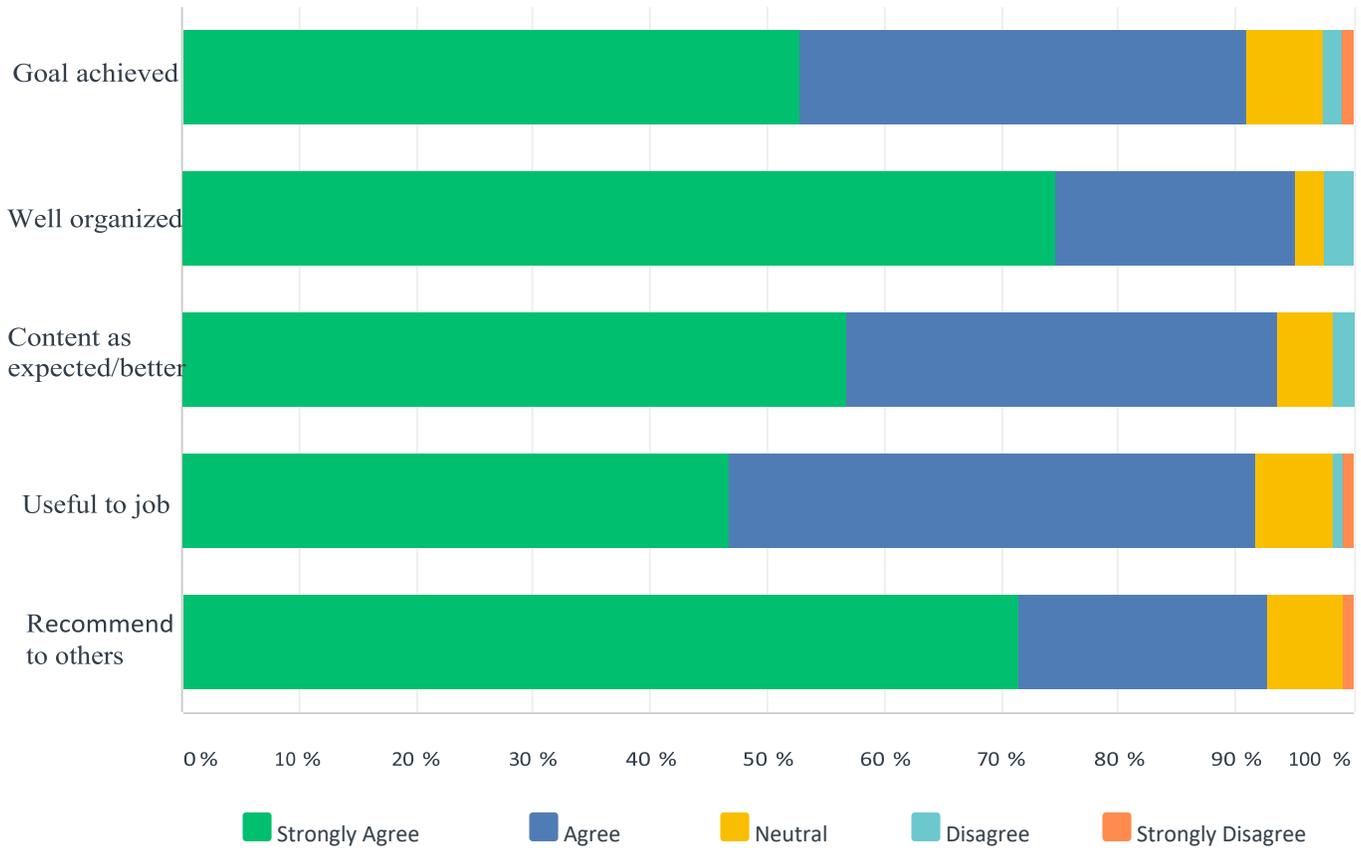
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	TOTAL	WEIGHTED AVERAGE
Level of Satisfaction	66%	26%	5%	2%	1%	121	4.55
	80	32	6	2	1		

#### ***Rationale for being dissatisfied with the event: (comments appear verbatim and have not been edited)***

- the quality of the video and audio feed was not the quality I would expect, Freezing and jerking ahead made it hard to follow and impossible to contribute.
- The site or venue (Vimeo) did not function well at all and I dealt with buffering issues both days throughout the course. Following the conversation was difficult at best and so most of the content was lost for me. This was not a wifi issue on my end as I was able to successfully stream other sites and similar content during troubleshooting. Other attendees I was in connection with expressed they had similar connectivity issues as well. This leads me to believe this was a Vimeo/site streaming issue and not wifi on my end.

## FORUM VALUE - EFFECTIVENESS & UTILITY

LEVEL OF AGREEMENT BASED ON THE OVERALL EVENT



<i>Consider the overall event and indicate the level to which you agree with each statement.</i>	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
The goal of the Forum to provide a space for discourse among divergent perspectives within the SOF enterprise and beyond was achieved.	53% 65	38% 47	7% 8	2% 2	1% 1	123	4.41
The event was well organized.	75% 92	20% 25	2% 3	2% 3	0% 0	123	4.67
Event content was as expected or better.	57% 70	37% 45	5% 6	2% 2	0% 0	123	4.49
The information provided will be useful to me in my job.	47% 57	45% 55	7% 8	1% 1	1% 1	122	4.36
I would recommend this event to others.	72% 88	21% 26	7% 8	0% 0	1% 1	123	4.63

**Rationale for disagreeing with: (comments appear verbatim and have not been edited)**

**The goal of the Forum to provide a space for discourse among divergent perspectives within the SOF enterprise and beyond was achieved.**

- Commonality of thought and presentation, stood out. Much was superficial and lacked specifics for SOF role, action, or engagement
- I think it would serve the USG well to include more perspectives from USAID or international assistance/development to the conversation. These views aren't necessarily divergent, but they are important context for how the United States can and should achieve its goals in the region.

**The event was well organized.**

- The streaming service was awful.. I first attended from my office then moved to my personal device in my vehicle and had no better exp.
- Inadequate publicity.

**Event content was as expected or better.**

- Could have cut one person from each panel who did not advance the discussion. Q&A tech was weak

**The information provided will be useful to me in my job.**

- I did not discover anything new that I did not already know.

## MOST VALUABLE ASPECTS

WHAT CONTRIBUTED MOST TO YOUR FORUM EXPERIENCE?

WHAT DID YOU FIND MOST VALUABLE?

A total of 95 comments identified one or more aspects of the form as most valuable. Emergent themes are provided below in order of decreasing magnitude. All responses, sorted by role, are subsequently provided.

- Approximately 40% of comments highlighted the professional quality of the forum, including the high caliber of panelists/speakers.
- One-third recognized the variety in panelists' backgrounds and diversity in thought.
- Nearly one-third noted relevant content and establishing appropriate context.
- Less frequently mentioned themes (identified in approximately 5-10% of comments)
  - Good format, including pacing of the forum
  - Well organized
  - Q & A portion
  - Host/moderators

***What contributed most to your forum experience? What did you find most valuable?***  
*(comments appear verbatim and have not been edited)*

### **Civilian – Government**

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- Different perspectives
- Familiar themes directly related to my work, familiar faces, high quality presentations.
- General set-up was fine. I did not get a sense of continuity of GPC theme and means of engagement post forum.
- I enjoyed the format, hit fast and hit hard.
- Interesting speakers but became repetitive.
- Panel #4: The "Indo" in INDOPACOM because it brought some daylight to a very important and complicated yet underdiscussed portion of the region.
- Panel conversations. Very similar to Presidential Lecture Series at NDU.
- SMEs talking about current and future regional and global threats and challenges
- Talented presenters.
- The currency of the information and linking perspectives through a specifically-SOF oriented lens.
- The different perspectives presented.
- The entire event. I found the concept of unconventional deterrence most interesting.
- The high quality speakers
- The panels were well done.
- The various topics applicable to today's and future operational environment.
- well paced, well organized and facilitated, online format worked well, and i would be more likely to attend online conferences in future based on this experience

### **Civilian - Government Contractor**

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- "Big Picture" / 30,000' perspective on USINDOPACOM and the role of SOF ISO USG objectives.
- Detailed information by SMEs on topic
- Different points of view on strategic competition
- Dr. Yuval Weber provided great context defining great power competition.
- Gaining a more complete understanding of strategic competition in the INDO-PACIFIC region contributed most to my experience and also what I found most valuable.
- Good speakets
- Great panelists. I liked having breaks between the sessions; it gave me a chance to answer emails and refill my coffee without missing anything.
- Guest speakers from non-military backgrounds, variety of topics, and Q&A sessions
- I appreciated the variety of perspectives; it was valuable to learn how both academics and SOF practitioners view the topics.
- I enjoyed the varied backgrounds of the panels. This was the most valuable to me in order to gain a wide depth of knowledge on the subject.
- I found the Opening sessions provided great scene setters and background for the days events. I took 4 pages of notes and then listened the rest of the day. I looked back at my notes from the starter sessions to build situational awareness, expand my knowledge base and hopefully that will enhance my creativity.
- I liked the panel on India. Not only was it an important and often ignored topic... I liked the spirited debate.
- Insights of experts well taken. Reassuring to know more leaders are learning how to view GPC, and think outside the norms for solutions
- Learned a lot about a region of the world I didn't know enough.
- Level of expertise on the panels and moderators.
- Panel discussions
- Professionally run, great content. Well organized.
- Senior researchers, General Officer perspectives
- The balance between individual presentations and questions was impressive. Alert moderators ensured that follow-up questions were asked and pursued.
- The choice of panel members was diverse, hence they had distinct and original views. They also had varied degrees of experience in their respective areas.
- The information on USINDOPACOM's all domain challenges
- The level of discourse was excellent.
- The membership of the panels was most valuable. Each provided an expertise to the given subject.
- The overall presentation was well organized and very professional.
- the panelists
- The Speakers were fascinating!
- The vast list of topics related to the INDOPACOM region. The knowledge of participants and the different points of view mentioned throughout the whole forum.
- Variety and depth of the presenters.
- Wide range of perspectives regarding GPC challenges.

### **Civilian - International**

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- High level of strategic analysis

- Multiple insightful perspectives presented in a concise manner. Level of expertise. I have seen my share of top universities and world renowned professors. I can say that the quality of this forum was at that highest, world-class level!
- The varied and expert panelists.
- To hear from the experts in their fields.
- US foreign policy position in context of IndoPac

#### **Civilian - Non-Government**

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- All the presenters are very knowledgeable. Each was able to add to a greater holistic view of current situations and ideas for preparing for the future.
- Background/Historical information
- Different perspectives that were provided in both the present focus and the future focuses.
- Listening to the panels of experts as they explained their topics.
- Lots of expert insights, particularly about India, China and Russia.
- The depth and recency of the knowledge of the SMEs.
- The depth of the presentations and the quality of the presenters.
- The exchanges with other speakers.
- The high level of expertise and experience
- The level of expertise presenting
- The mix of academia, military and industry panel members
- The professional organization of the event. I know this requires a lot of detail work to organize... thank you all. It was a privilege to attend
- The quality of speakers was exceptional. The speakers were diverse and experts in their fields!
- The think/do/implement focus
- Varying perspectives

#### **Military**

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- Current affairs, speakers' diverse background of expertise.
- Diverse experience of presenters
- Having multiple speakers talk about the same topic brought great and sometimes differing views that forced me to do some research of my own to better understand "the environment"
- Highly educated and highly accomplished panelists, with expertise on a wide range of countries and regions.
- I appreciated the event being virtual.
- I found learning about the opinions and ideas of the panel members to be informative. Not only did I gain a new perspective on the world and how different countries act in it. I gained insight on where people believe the SOF belongs and what purpose my job really has outside of the day to day as an E3.
- I found the expertise was well organized in the forum and the knowledge was shared at a decent and understandable level.
- I liked the systems approach to addressing the issue at hand. Specifically the order of Panels helped create a picture which culminated in how SOF can address this issue in the future.
- Jordan-amman-zarqa-azraq
- Panel 7: Strategic Culture was my favorite due to hearing from experts on each country. Panel 2 (China) was also very enlightening
- Panel 8 contributed most, primarily because I am still at the tactical level. It was great to hear the academic discussions and strategic level viewpoints in the rest of the seminar; however, Panel 8 gave me the most lessons that I can take back to my unit on how we can evolve and contribute at our level.

Additionally, the logistics of the timeline, and the professionalism of the maestro and moderators, while having coordinated the speakers virtually, was fantastic. Well done, well formatted, great delivery.

- Perspectives from SOF practitioners and foreign academics
- Seeing SOF operators on screen talk about anything really. I like the perspective of war is losing and competition is peace. There were a lot of topics, some pretty wide in perspective. The framework is there but fine tuning it for the PLTN and how you train to compete in the GPC tactically environment should be next focus.
- The academics were able to offer a fresh perspective that didn't necessarily toe the US military/SOF party lines. They offer theories about how we can think about current dilemmas and future operating environment that practitioners could add details to.
- The ease in which I could join or leave the event was great. I was able to participate from work but I frequently had to leave. Being able to just log right back in was great.
- The flow of the forums and the various great questions that were asked
- The forum was well done and I appreciated the organization and the ease of access to each session. I found that hearing from the experts in their specialty was profound and informative.
- The honest candor of some, while expected from the SOF community, is very welcome in the era of witch hunts that limit conversation. The SOCOM J5 is a specific example.
- The innovative ideas for the United States to regain a strategic advantage or at least an equal standing amongst the many threats from foreign government, specifically China.
- The overall discussion with varying perspectives on the Indo-Pacific region was most beneficial.
- The real world experience of the guests and their responses to questions from the audience.
- The speakers linking everything to the NDS and INSG. The panel on China's aspirations.
- The spectrum of conflict discussion and the nuanced insights of the naval perspective and threats from near peer actors.
- The topic and perspective of the guest speakers was outstanding.
- There as ACTIVE replies to our questions. Very often at these conferences we are told we can ask questions, however, the VIPs give screened, pre-written responses.
- They depth of knowledge the speakers presented
- Though most don't like PP, I think it is helpful in these type of forums to have background slides that maintain the focus.

#### **Military - International**

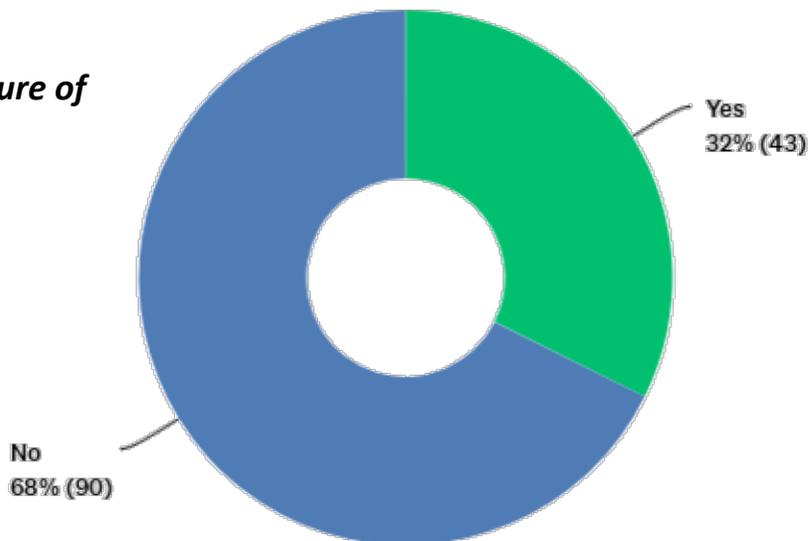
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- Range of speakers and international perspective.
- The content was up-to-date with all the key factors on technological innovations and advancements. Expertise of the presenters at the panels. Outstanding content and organization
- Understand the importance of China's strategic challenge to the West.

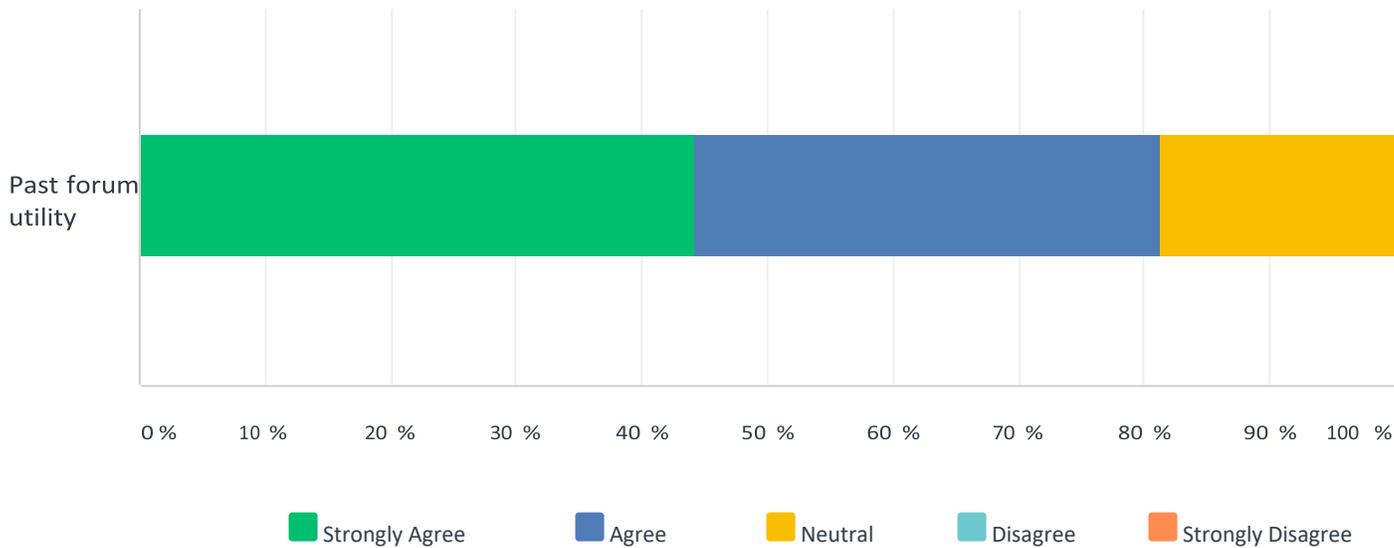
## FORUM VALUE – LEVEL 3

### PARTICIPANT BEHAVIOR: APPLICATION ON THE JOB

**Did you attend a previous JSOU Future of SOF Forum in the past 12 months?**



**Information gleaned from my past forum attendance has been useful in my current job.**



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
Past forum utility	44% 19	37% 16	19% 8	0% 0	0% 0	43	4.26

***Provide an example of how you have used or benefited from information presented at a previous JSOU Future of SOF Forum. (comments appear verbatim and have not been edited)***

**Civilian - Government**

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- Ability to understand the Global Power Competition and the forces that are acting to influence US actions
- Academic Study
- Almost all of the presenters' topics are directly related to my work in SOF doctrine.
- Awareness of theory but practical experience is lacking.

**Civilian - Government Contractor**

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- As a JSOU MET participant, I've used the forums to guide my reading and preparation for classes around the world.
- As an instructor at USAFSOS, I reference the speakers, materials, and in increases my overall knowledge of the AOR
- Have utilized information from SMEs that was specifically related to client side operation. Pertaining to data/intelligence.
- I use the info from the SOF identity one in developing a new doctrinal pub on leadership and ethics.
- If available, I share video links and slides to the appropriate DTRA OI-OA Analysts and I specifically use the information and speakers bios to develop Strategic Red Team products for DTRA OI-OA. I additionally like to keep track of what's being proposed in future SOF (especially SF) as I spent 22 of my 30 years in SF as a planner, operator, commander, and staff officer.
- I'm still new to the SOF community and cannot provide a valid example at this time.
- Increased my knowledge of SOF capabilities and how they apply to GPC.
- More solid understanding of trends, issues and areas of need.
- The information helped develop possible innovative solutions for gaps in the AOR.
- Will help in the JSOU courses I am personally involved in as adjunct faculty.

**Civilian - International**

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- Improve my skills about critical thinking Improve my strategic perspective about security and defence issues etc etc
- The forums further my holistic understanding of many subjects.

**Civilian - Non-Government**

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- I hope to benefit the program rather than derive benefit beyond personal growth
- I teach graduate-level course in Security Studies, Counterterrorism Policies & Strategies, and other such topics. I recently incorporated the Compound Security Dilemma and other information learned through these SOF Forums in reading assignments and class discussions.

**Military**

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- Assigned to a JTF.
- I have been able to apply thoughts, insights, and perspectives into my current curriculum at USAFSOS. incredibly useful and directly applied to the constellation of JSOU learning institution.
- I have utilized information from a past SOF forum to keep my instructional strategies relevant for my students
- Rafat Hasan Fadelallah Alshaer

**Military - International**

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- Current UK restructuring of Army org. Great to hear from others already operating in this manner. Learn from others experience. Challenge my UK perspective. Easy to access format.
- Research/lecturing

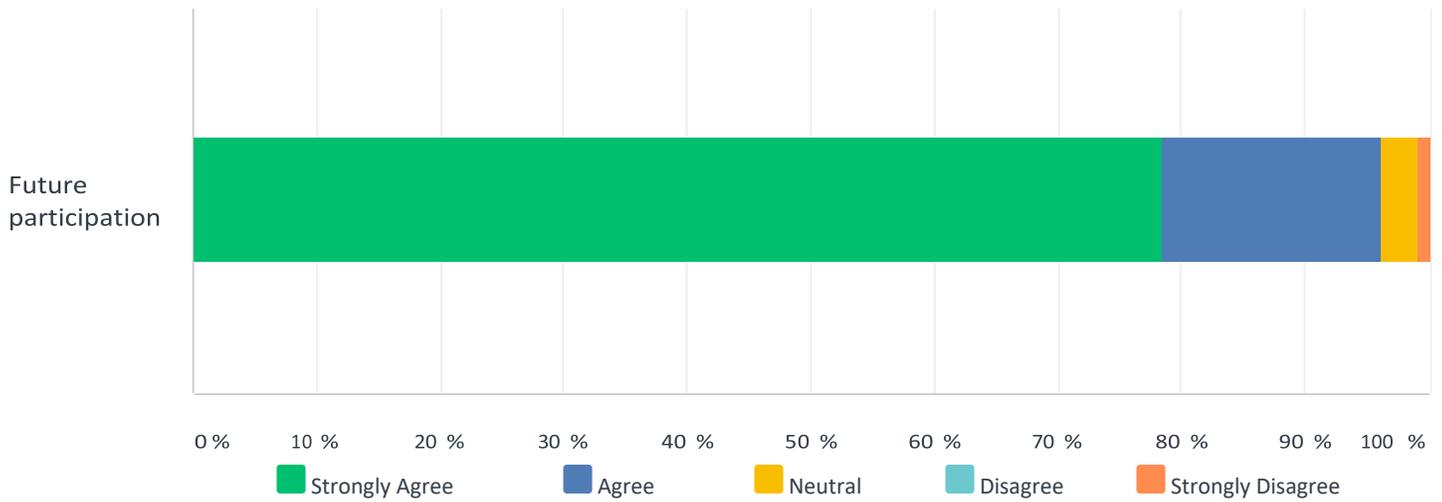
**Unknown (Q3 registrants who did not attend the Q3 Forum but did attend a forum in the past 12 months)**

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- Better global perspective - had heard from uniformed personnel in the past - the forum allowed a broader perspective.
- UAV challenges

## FUTURE PARTICIPATION

HOW LIKELY ARE YOU TO PARTICIPATE IN A FUTURE JSOU FORUM?



	VERY LIKELY	LIKELY	NOT SURE	UNLIKELY	VERY UNLIKELY	TOTAL	WEIGHTED AVERAGE
Future Participation	78%	18%	3%	0%	1%	130	4.73
	102	23	4	0	1		

## RECOMMENDATIONS FOR IMPROVEMENT

WHAT WOULD HAVE ENHANCED YOUR FORUM EXPERIENCE?

Approximately 18% of the 93 responses did not identify enhancements (e.g., N/A, “Nothing – great content). The remaining 76 comments contained one or more substantive recommendations for enhancing the forum experience. Overarching themes are identified below. All responses, sorted by role/specialty are provided on the subsequent pages; the reader is encouraged to review for additional context and to gain a deeper understanding of recommendations.

- Nearly one-third of comments expressed a desire for **more interaction** during the forum.
  - 9 included recommendations relating to audience questions, including allotting more time and having easier ways to ask/engage.
  - 7 explicitly identified breakout rooms as a forum enhancement.
- Over one-quarter of comments identified **technical difficulties as hinderances** to their forum experience. These related to both poor connectivity as well issues with the chat function.
  - *Comments that identified technology challenges are provided on the following page – it is highly recommended this feedback is shared with DCE Productions.*
- Less frequently mentioned themes (identified in approximately 5-10% of comments) are listed below in order of decreasing magnitude:
  - Adjust forum times to account for time zone differences and scheduling conflicts.
  - Issues with availability and location of forum material. Participants desire access to the slides, ideally in advance of the forum.
  - Greater specificity and application to SOF; more continuity of themes.
  - Increase diversity of thought and organizations represented.
  - In-person attendance

## JSOU Q3 FORUM PARTICIPANT RECOMMENDATIONS RELATED TO TECHNOLOGY

*Comments appear verbatim and have not been edited*

### **Civilian - Government**

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- - At times video quality was degraded. - Not much interaction with the audience, still similar to watching tv.
- - Technical difficulties trying to access from Explorer... sat around waiting while the event was underway. It was not until I switched to Edge I saw that we were already 20 mins into the intro.
- Ability to view from the SOCOM Network
- I had to click pause > play > pause > play literally hundreds of times during the 2-day session to keep it from sticking. I don't have a civilian option - as JSOU recommended - when viewing from my gov work station.
- The streaming function was awful.. the speakers were engaging and had great information however the screen would freeze and audio was lost making it a struggle to participate and attend

### **Civilian - Government Contractor**

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- Access to chat function.
- better connectivity to all speakers;
- Challenges with connectivity / technology - resolving those issues would enhance my experience
- Fewer glitches!!!!
- Fewer tech issues.
- Fix the supporting architecture for virtual delivery. Too many fails over the last 2 days.
- Platform could be easier to use / ask questions / chat in room.

### **Civilian - Non-Government**

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- A better connection. Lost comms several times.
- I dont see a chat function and I dont have a zoom session view. This curtails interaction comment or feedback. But it may be a threshold event, so I remain confident.
- Need a better system on the comments and the way that they are done. That item is not so much in the way that questions were asked - but to really also push for more discussion amongst all participants. This was interacting with speakers.. and a better system encourages more than just that.
- There were too many technical difficulties with speakers that couldn't log in or were taking too long for the transition. It seemed as though the tech team weren't prepared and I noticed a lot of people dropped during these lulls. You may want to consider using a different platform or team in the future. People should know how to pull off a virtual event now that we've all been through the COVID year!!

### **Military**

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- Better connectivity. My feed was continuously interrupted by buffering that was site specific, not my internet connectivity. I was unable to troubleshoot and therefore most of the content was lost to me. I hope this was recorded and available on the JSOU YouTube Channel as I am very interested in hearing the entirety of this event.
- I was somewhat disappointed in the technical difficulties during the 13:15 – 14:00 Keynote Speech w/ BG Joshua Rudd. But, I understand that happens and timelines have to be met.
- I was very excited to hear the speakers but dialed into this forum over the SOCOM network from here at Ft Bragg. The speakers were choppy and often timed out.
- More space to type questions. There was only enough space to put less a couple lines.
- The experience on my phone was not good. Perhaps being able to listen to the lecture as a livestream via a podcast or something would be a way to drastically improve the experience.
- The video was cutting in and out. I am not sure if it was on my end or JSOU. It took away from my experience of attending the forum.

## **What would have enhanced your forum experience?**

*(comments appear verbatim and have not been edited)*

### **Civilian - Government**

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- - At times video quality was degraded. - Not much interaction with the audience, still similar to watching tv. - Technical difficulties trying to access from Explorer... sat around waiting while the event was underway. It was not until I switched to Edge I saw that we were already 20 mins into the intro.
- Ability to view from the SOCOM Network
- Break out rooms during lunch.
- Breakout rooms
- Elevate security classification of the forum, thus offering a richer opportunity for discussion. Need less lecture and time allocated for Q & A and intellectual transactions. Bring in world class and renown authoritative speakers vice internal USSOCOM staff speakers.
- I had to click pause > play > pause > play literally hundreds of times during the 2-day session to keep it from sticking. I don't have a civilian option - as JSOU recommended - when viewing from my gov work station.
- it was an early start for the west coast, but manageable
- N/A
- Q&A for JSOU leadership in the last panel
- Should start one hour later to better support range of time zones.
- That's tough. Need to keep conversations short to stay out of the weeds. Some speakers speed talked through their slides. Best panels were the ones who knew each other and kept it light.
- The MIT AI Seminar ran concurrently for most of this morning and I had to choose. As a result I missed the JSOU presentations (Dr. Dave Ellis, Dr. Alessa, etc.) that I was most looking forward to, and will have to wait until the video(s) are posted to watch them in full.
- The streaming function was awful.. the speakers were engaging and had great information however the screen would freeze and audio was lost making it a struggle to participate and attend
- With some topics, I believe that break-out sessions would appropriately allow deeper and more valuable participant engagement.
- Would have liked to see a better framework to set the stage for strategic culture.
- You need a platform - maintained and moderated- to continue GPC themed interaction

### **Civilian - Government Contractor**

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- 1. I couldn't find the Speaker Bios. Are they available and do they have contact information on them? 2. Will these seminars be individual posts or a combined post for each day on your YouTube site? Are the presentation slides available for sharing? If so, when? 3. I would very much appreciate a copy of your AAR for this as I run Strategic Red Team Seminars for DTRA-I-OA.
- A better idea of how to ask questions. Didn't really know how.
- Access to chat function.
- Additional insight from the "contact layer" / boots on the ground that reinforce (from the operational level) perspectives discussed by JSOU and academics.
- Being able to attend all of the sessions. Only attended day 2 events and only two of those, which were outstanding.
- better connectivity to all speakers;
- Break out rooms
- Can not think of anything at this time. My supervisors from the Joint Staff enthusiastically supported my attending the entire two days.
- Challenges with connectivity / technology - resolving those issues would enhance my experience
- Fewer glitches!!!!
- Fewer tech issues.

- Fix the supporting architecture for virtual delivery. Too many fails over the last 2 days.
- Hearing more detailed information regarding operational effects and implications of the strategic competition would have enhanced my forum experience.
- If I had a way to get a copy of the slides in the invitation, that would have been nice. I do see where the YouTube videos are....but I need the slides briefed as well.
- More presentations on Defense Security Cooperation efforts
- More divergence of views...we need some real arguments.
- More diversity. At times different voices sounded repetitive, like a revolving door of soldiers entering the forum to bang the same drum. Don't get me wrong, it was absolutely helpful for learning! However, it also suggested (to me) a lack of diversity. When several people sing the same refrain, over and over, I start to question whether they've been (unintentionally) programmed to do so. I'd like to hear varied perspectives outside the pol-mil/historical arena; what could social science experts bring to the table? Cultural anthropologists? Social psychologists? Economists? Linguists? I'd also like to see SME who culturally identify with the topic country (e.g. more like the India panel) to get that true "insider" perspective.
- More in depth ability to ask questions
- More Interagency interaction would have enhanced the experience. I believe that would have help build a better understanding of whole of government response. I also think a representative from SOCOM J3 and J5 on the panels would have helped shape support and build relationships between JSOU, The Headquarters that trains, mans and equips to deliver more effective leadership, training, planning and creativity to the the actual operator at the pointy end of the stick.
- More time for questions.....never enough
- N/A
- Perhaps a periodic summary of main themes. As in how did panel X complement panels A and G?
- Platform could be easier to use / ask questions / chat in room.
- Some moderators spoke too much
- Start time. Starting at 0800 on the East Coast makes it hard for those on the West Coast or Hawaii to attend in a meaningful way. Why not start at 1100 or 1300 EST and do a three day conference? That way more people can attend. The people who are most affected are women or people with young children for whom a 0230 or 0530 start time just isn't feasible. Or they join late and miss sessions.
- The forum was very well organized and the flow of information/topics made it easier to digest. Next time it would be nice to have the presenters to have PowerPoint slides with bullets so we, the audience have something to keep and use for future reference.

#### **Civilian - International**

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- As mentioned in the last few minutes of the Forum, break out rooms would be great...
- Learn from high level of strategist
- More grounding of Academic discourse and it's relevance to SOF. Majority of day 1 was very general to US FP. Also, very limited to US perspective. Would benefit from Japan, Australia and Indian input to enhance SOF perspective.
- No suggestions at this time.

#### **Civilian - Non-Government**

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- A better connection. Lost comms several times.
- A bit more prior guidance from the organizers.
- Amie suggested break out rooms, anything that builds community and comradie
- Attending the forum in-person and interacting with the speakers and the 1,000+ attendees.
- Being there in person, having sidebar conversations during the breaks
- Handouts issued in advance
- I dont see a chat function and I dont have a zoom session view. This curtails interaction comment or feedback. But it may be a threshold event, so I remain confident.
- I would be keen to serve as a remote advisory board member..I have alot of board experience with civic and social organizations. I'd like to offer to do so for JSOU

- N/A
- NA
- Need a better system on the comments and the way that they are done. That item is not so much in the way that questions were asked - but to really also push for more discussion amongst all participants. This was interacting with speakers.. and a better system encourages more than just that.
- Panels should have some one to be a devils advocate
- participate in person
- There were too many technical difficulties with speakers that couldn't log in or were taking too long for the transition. It seemed as though the tech team weren't prepared and I noticed a lot of people dropped during these lulls. You may want to consider using a different platform or team in the future. People should know how to pull off a virtual event now that we've all been through the COVID year!!

### **Military**

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- Some of the discussions were pretty spread wide with views. More focused tactical plan to train, prepare, and equip forces to combat GPC environment.
- Access to slides on some of the presentations may have helped so i could review them more slowly
- Additional time for questions and answers.
- Apply the material more to SOF. Some sessions did this better than others.
- Better connectivity. My feed was continuously interrupted by buffering that was site specific, not my internet connectivity. I was unable to troubleshoot and therefore most of the content was lost to me. I hope this was recorded and available on the JSOU YouTube Channel as I am very interested in hearing the entirety of this event.
- Dedicated time for the event vice the multi-tasking while Zooming environment...deep discussions deserve focus.
- From my point of view, the forum was great
- Having the PowerPoint available to download and follow due to bandwidth limitations during the stream.
- Honestly I cannot think of anything. It was very well done!
- I was somewhat disappointed in the technical difficulties during the 13:15 – 14:00 Keynote Speech w/ BG Joshua Rudd. But, I understand that happens and timelines have to be met.
- I was very excited to hear the speakers but dialed into this forum over the SOCOM network from here at Ft Bragg. The speakers were choppy and often timed out.
- In person. Having the presentations before hand to look over.
- Jordan-amman-zarqa-azraq
- Knowledge of available programs through JSOU
- Maybe a COMREL sheet or quick snapshot of where SOF entities are in the AOR to understand who's doing what and who with, if OPSEC permits.
- More space to type questions. There was only enough space to put less a couple lines.
- More specifics on the topics. There was many general statements and generality. I realize the event was UNCLASSIFIED and on nopr.
- More time for Q&A. The forum seemed rushed.
- N/A
- Of course attending in person is always great, but this was the next best thing.
- The experience on my phone was not good. Perhaps being able to listen to the lecture as a livestream via a podcast or something would be a way to drastically improve the experience.
- The platform format and was effective in communicating a broad array of of share thoughts and ideas amongst an impressive and diverse group of leaders from many agencies in the military, intelligence, and educational communities.
- The video was cutting in and out. I am not sure if it was on my end or JSOU. It took away from my experience of attending the forum.
- There were clearly some contending ideas and opinions that I thought should have been debated more thoroughly and self-consciously. For instance, in his discussion on force structure, Charlie Black emphasized deploying SOF personnel "for purpose," rather than on a predetermined rotational basis. The implicit critique seemed to be that "presence" of SOF around the world was a good thing in and of itself. This provocative idea was

entirely ignored, when, ten minutes later, BG Rudd championed the nebulous goodness that results from persistent presence. Would have been great for forum host to draw out and give a forum to debate those contending appraisals (or could have been covered in final roundtable).

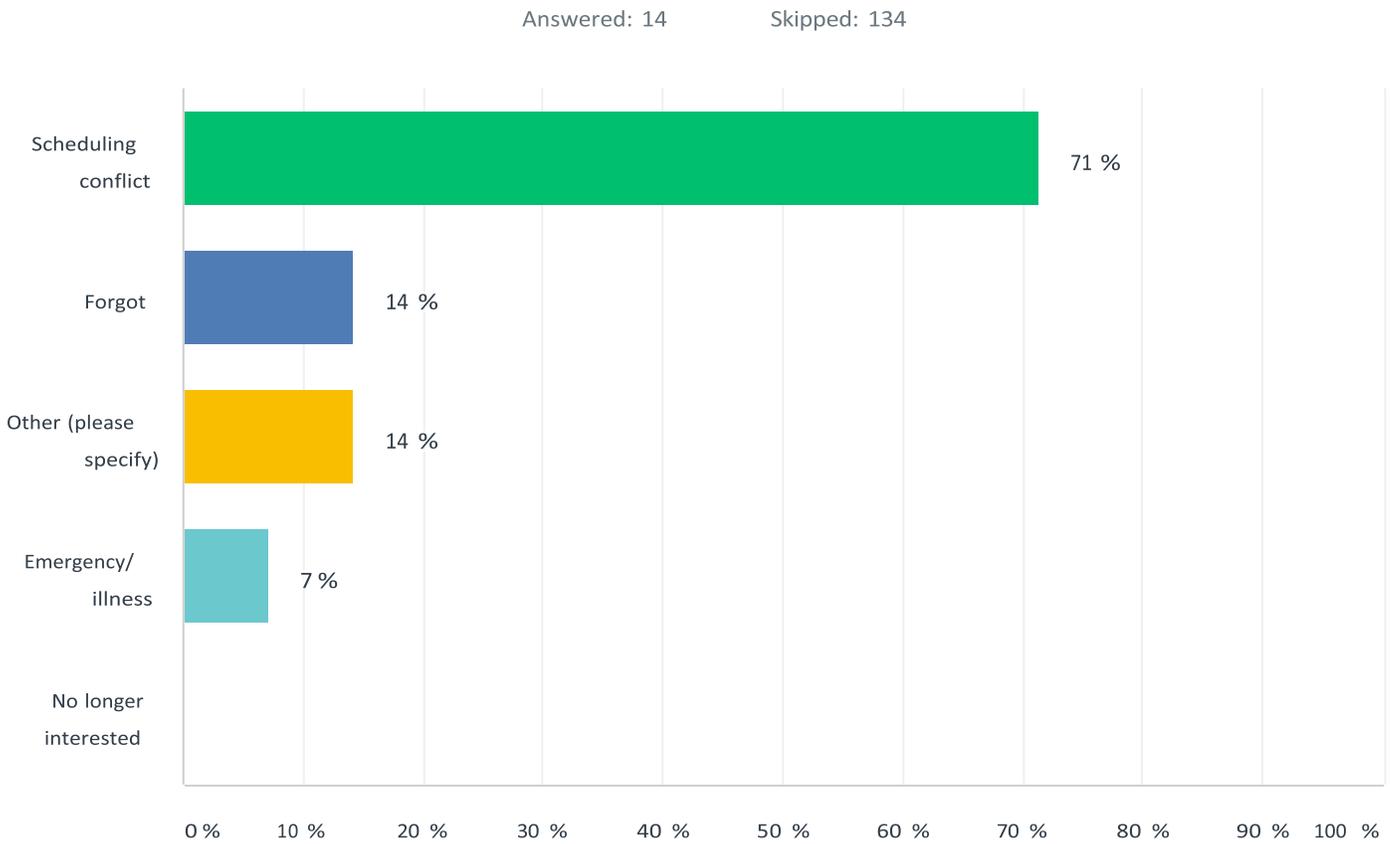
#### **Military - International**

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- An active participation live breakout session with the instructors-presenters to have a free flow conversation IOT brainstorm new ideas and put them to practical application later on.
- Nothing - great content.
- The contents and the speakers were excellent, however, the use of plates with graphics in the presentations would have helped even more, as did Dr. Lilian Alessa.

## REASONS FOR NON-ATTENDANCE

REASONS FROM RESPONDENTS WHO REGISTERED BUT DID NOT ATTEND (N=14)



### Other

- 5 May, 2AM not doable. 6 May SOCOM conflicts from 0400 on.
- I did not receive the link

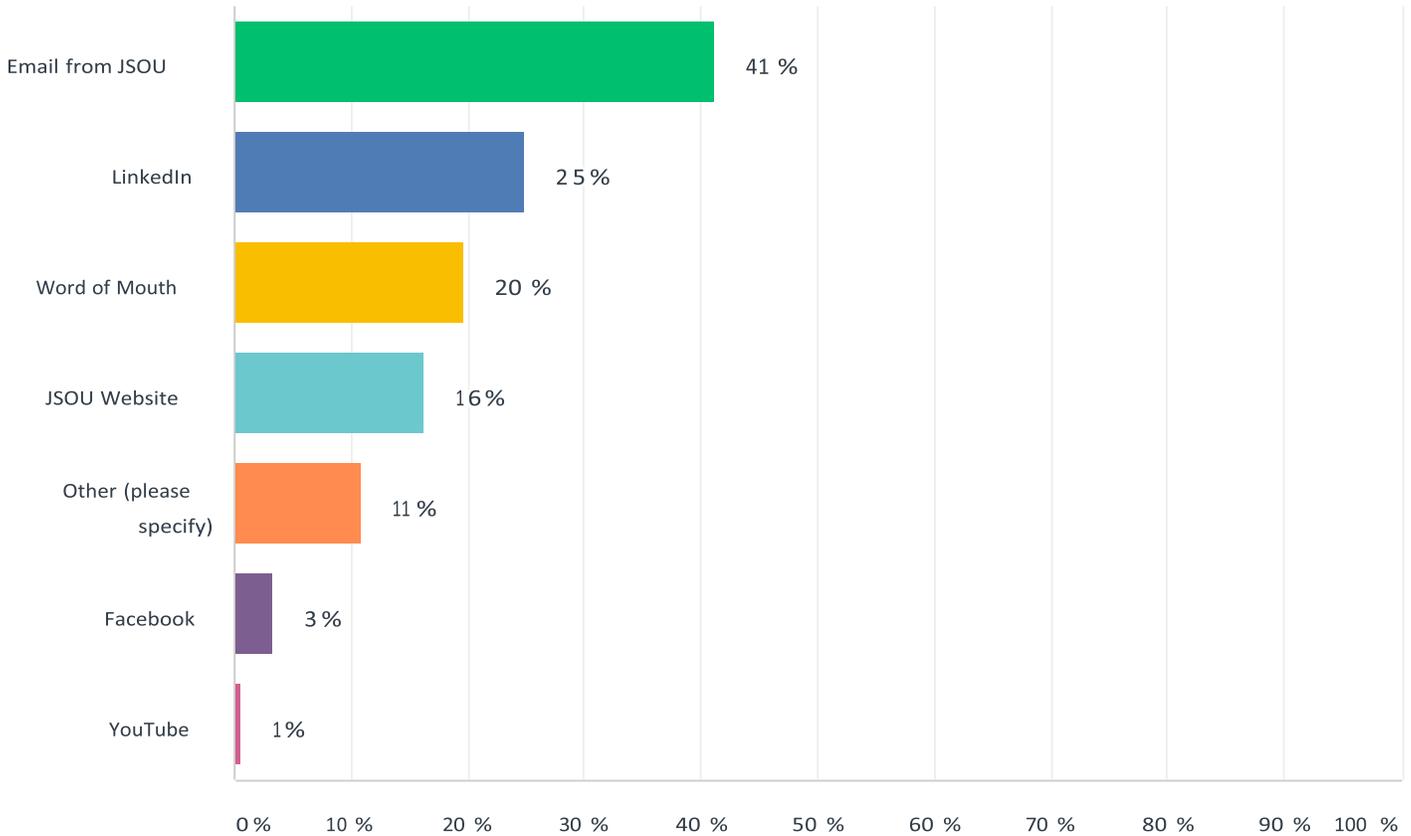
## MARKETING

HOW DID YOU HEAR ABOUT *THE FUTURE OF SOF IN STRATEGIC COMPETITION FORUM*?

SELECT ALL THAT APPLY.

Answered: 148

Skipped: 0



### Other

- asked to attend by government lead
- CG's calendar
- Dave Maxwell announced it among colleagues.
- DTRA OI-OA MS Teams
- Email forwarded by HQ SOCOM
- email from co-worker
- email invitation from base public affairs
- Email invite through AFSOC
- JSOU Fellow
- My boss
- Request after previous presentation
- Supervisor forwarded emailed invitation.
- The Command sent out an announcement via MS Teams
- USSOCOM website announcements
- Work in JSOU
- XO email