



# Human Systems Community of Interest (HS Col) Newsletter



Mar 2023

## Senior Leader Perspective:



I am honored to be a new member of the HS Col Steering Committee. In this role, I wanted to share my thoughts on what is an important area of emphasis for the future Army, and indeed the larger DoD community: the development of robust and effective human-system teams. Over the past century, we have developed a solid understanding of how to develop robust human-human teams with some important aspects that include: clearly assigned roles, effective leadership, defined goals, trust and cohesion, among others. The challenge is developing the potential for human-system teams that have the robustness we expect from effective human-human teams. As a starting principle, we need to recognize that human-human and human-system teams are fundamentally different systems. We know that humans and machines think differently, with the former characterized by semantic representation and reasoning, and the latter based largely on statistical relationships. Humans and machines also operate at dramatically different speeds, and they have dramatically different capabilities to adapt to new or changing situations. Development of effective human-system teams requires an understanding and exploitation of these differences. The payoff is the formation of ultra-capable human-system teams that can create and maintain overmatch against a dynamic, intelligent, AI-enabled adversary.

**Dr. Jeremy Gaston, Humans in Complex Systems Competency Lead,  
U.S. Army Combat Capabilities Development Command (DEVCOM),  
Army Research Laboratory, HS Col Steering Committee Member**

## HUMAN SYSTEMS Col

**Vision:** Develop/deliver technologies to enable, sustain, enhance and quantify human performance

**Mission:** Enhance the warfighter through:

- 1) *Integrated sims for mission training & experimentation*
- 2) *Human-machine designs for warfighters,*
- 3) *Assessment of operator effectiveness*
- 4) *Operating through battlespace stresses, and*
- 5) *Mastering the PMESII battle space.*

**Key Products:** Integrated service roadmaps; Col taxonomy; budget & programs; Seedling and ARAP proposals.



### Key Personnel:

**Col Chair:** Dr. Patrick Mason, Office of Naval Research  
**OSD:** CDR Wilfred Wells, OUSD (R&E)

**Air Force:** Dr. Gaurav Sharma, Air Force Research Laboratory

**Army:** Dr. Jeremy Gaston, Army Research Laboratory

**Army:** Dr. Robb Wilcox, Soldier Center (CCDCSC)

**Army:** Dr. Michelle Zbylut, Army Research Institute

**SOCOM:** Ms. Lisa Sanders, Special Operations Command

**DIU:** Dr. Christian Whitchurch, Defense Innovation Unit

**ExecSec:** Dr. Jill McQuade, Air Force Research Laboratory

**PAE&T Lead:** Dr. Elizabeth Uhl, Army Research Institute

**SICP Lead:** Dr. Mark Draper, Air Force Research Laboratory

**PSWP Lead:** Dr. Logan Williams, Air Force Research Laboratory

## Hails, Farewells

**Farewell** - Ms. Roxanne Constable was a long-time Col member from the 711 Human Performance Wing as well as past Chair of the Col's Working Group. She retired last December, and plans to remain in the San Antonio area. We'll greatly miss her dedication and leadership within our Human Systems Community—enjoy your well-earned retirement Roxanne!

**Hail/Farewell** - Dr. Kara Orvis of Aptima Inc finished her two year term in March as the NDIA Human Systems Chair. Dr. Lillian Asiala, Sonalysts, Inc. is stepping into the Chair role from her Deputy position. Many thanks to both for a great conference this year!

Questions, feedback or need to reach the POC? Please contact our Col's email at [hscoi-contact@sainc.com](mailto:hscoi-contact@sainc.com). Thanks!

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## Col Highlights - Past Events

### Applied Research for the Advancement of S&T Priorities (ARAP) Selection Update.

Our Col submitted an outstanding ARAP proposal titled “Joint All Domain (JAD) Command and Control (C2) In the Dark: Integrating Warfighter and Machine Intelligence to Manage the Contested Battlefield.” Unfortunately, our White Paper was not selected in the top 3 to brief S&T ExCom members. The winner will be announced in April. Many thanks to the team who worked hard to pull together a great candidate given a short suspense data call.

POC: Katie Smith Stilling, Strategic Analysis, Inc

**2023 NDIA Human Systems Conference.** The NDIA Human Systems Division held their yearly conference 1-2 March 2023. It was a great success with over 120 registrants! Dr. Mason, Dr. Elizabeth Uhl, Dr. Logan Williams, and Dr. Mark Draper provided briefs on the Human Systems Col roadmaps. We also had 30+ presentations, posters, and demonstrations by industry and government participants. We had two Chief Technology Officer keynote presentations discussing the state of human systems integration in large programs. One was industry (Bob Ritchie, SAIC) and one was government (Dr. Jeremy Lanman, PM TRASYS). We also held two interesting industry and government panels—one focused on how to get past technology first solutions, the other on Model-based Systems Engineering.

Throughout the conference, there was good dialogue on how to better include Human Systems Integration requirements into industry RFPs, as well as incorporating and reporting Human Readiness Level assessments as part of program briefings and acquisition efforts. We plan to push these conversations forward in the coming year.

Visit <https://www.ndia.org/divisions/human-systems> to access presentations as they are made available under the “past events and proceedings” link. Also, if you attended, please respond to the email survey!

Following the conference, we formally turned over our leadership. Dr. Lillian Asiala (Sonalysts) will be stepping into the role of Division Chair and Stuart Michelson (GTRI) as the Deputy Chair. We thank Dr. Kara Orvis for her division leadership for the past two years! Finally, at the conference we recognized BG Peter Palmer (Ret.) for his 10+ year service to the division. He will be stepping down as Vice Chair of the division and enjoying retirement.

POC: Dr. Lillian Asiala, Sonalysts, Inc., Chair of NDIA Human System Division and Stuart Michelson, GTRI, Deputy Chair

## Col Highlights - “ Next Up “

**Seedling Program News** - There is no planned data call for OSD’s Seedling program this year.

**HS Col Independent Research & Development (IR&D) TIM.** The TIM is scheduled for 15-19 May 2023 in Arlington, VA and will again be co-hosted with the Biomedical Col. The TIM’s purpose is to jointly review industry IR&D efforts presented as potentially addressing key technical gaps in meeting our warfighter needs. The government will provide real-time feedback on their effort, to include discussion on future collaborations. We’re in the evaluation phase now, and look forward to another great opportunity to work with industry!

POC: Al Livada, 711 Human Performance Wing

**Communities of Interest (Col) Information Exchange.** OSD has begun planning for the 2023 Col Information Exchange, formerly the Col Information Exchange and Review. The event will be held over 2 or 3 days, at the CUI or SECRET classification level. As is the past, the Cols will share information on the state of technology investment in their portfolio and identify future technology opportunities to inform resource decisions to the S&T Executive Committee (EXCOM). The tentative date for this event is July 11-13, 2023.

POC: Katie Smith Stilling, Strategic Analysis, Inc

Major Events/Activities 2023	
NDIA Human Systems Conference	Mar
Independent R&D (IR&D) TIM w/ Industry	May
Human Factors Engineering TAG	May
Col Information Exchange w/OSD	Jul
COI Annual Meeting	Sept/Oct
Roadmap Review w/OUUSD (R&E)	Nov
ARAP Data Call for 2023	TBD
I/ITSEC	Nov/Dec



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## Col Highlights - “ Next Up “ (Continued)

**75th Annual Department of Defense Human Factors Engineering Technical Advisory Group (DoD HFE TAG).** This TAG is composed of technical representatives from DoD, National Aeronautical and Space Administration, Federal Aviation Administration, Department of Homeland Security, and the Department of Veterans Affairs with research and development responsibility in human factors and related disciplines. Representatives from organizations and activities with allied interests and technical experts in special topical areas are also invited to attend specific meetings.

**When:** The TAG will take place May 08-12, 2023 in-person at the Naval Surface Warfare Center in Dahlgren, VA.

**Theme:** “Designing with Human Resilience in Mind.” As modern disciplines, HFE and ergonomics arose around dual goals of improving the human-system interface to optimize performance and to reduce the probability of mishaps. Over time, the field has appeared to focus increasingly on understanding and preventing errors, often for good reasons but with unfortunate unintended consequences. Studying human and system error has helped us learn about capability, but also can lead to a mindset of the human as a shortcoming, a problem to be designed around instead of the center of the design. It has also encouraged a focus on systems failure instead of success, offering a limited and likely non-representative data set.

How can the HFE community promote the view of humans as assets rather than liabilities, enabling the system to build resilience and experience success most of the time? How might we combine methods to support what goes well with those focused on preventing what can go wrong? For TAG #75, we encourage submissions that focus on viewing humans not as the weakest link but as the strength in the system. These might identify methodologies and human-centered design strategies that support the goals and everyday work of users; propose approaches for collecting, studying, and learning from data on system resilience; or explore actions and strategies people adopt that routinely enable successful outcomes.

**Deadline:** Please submit abstracts to [osd.pentagon.ousd-r-e.mbx.hfe-tag@mail.mil](mailto:osd.pentagon.ousd-r-e.mbx.hfe-tag@mail.mil) and continue to check the HFE TAG website at <https://rt.cto.mil/ddre-rt/dd-rtl/hfetag> along with social media (@DoDHFETAG) for updates. Abstracts were due March 24th with notification of acceptance April 10th and final presentations due by April 28th.

POC: Ms. Margaret Eliot, Strategic Analysis, Inc.

## From Our Partners and Stakeholders

**Defense Advanced Distributed Learning Advisory Committee (DADLAC) Publishes Annual Report.** DADLAC’s mission is to provide guidance to the DoD distributed learning community with respect to the policies and procedures included in Defense Instruction 1322.26, and to help that community adapt to evolving learning science and technical changes in distributed learning environments. The 2022 Annual Report highlights achievements of community members in modernizing their respective education and training programs as well as activities of the community. The report also documents progress of the Enterprise Learning Modernization Reform effort during the past year, specifically efforts to create an interoperable system-of-systems that optimizes learning and development (and ultimately personnel readiness) across the Department by leveraging data-centric advanced technologies at scale.

The report is on the ADL Initiative website at <https://adlnet.gov/publications/2023/01/DADLAC-2022-Annual-Report/>

POC: Dr. Laura Milham, The ADL Initiative

## Col Accomplishments

**Optimizing the Human Weapons System (OHWS)** - Air Force Research Laboratory completed software integration with the Rapid Analysis & Threat Exposure (RATE) system which uses data available from commercial fitness trackers (e.g., OURA & Garmin) to provide early warning of respiratory illness up to 48 hours before symptoms emerge. This capability was created through a partnership between the Defense Threat Reduction Agency (DTRA), Defense Innovation Unit (DIU), and Phillips. This software integration not only allows RATE data such as illness risk score and wellness survey information to be streamed to OHWS, the data can also potentially be combined with other DoD fitness, wellness, and medical data to allow vital information such as physical training load, sleep and injury data to be housed natively in OHWS.

POC: Dr. Adam Strang, 711 Human Performance Wing



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## Col Accomplishments (Continued)

### **Project Vitreous at US Combat Capabilities Development Command (DEVCOM) Army Research Laboratory (ARL)**

Researchers at DEVCOM ARL are inventing mixed reality interfaces to explore and measure human performance improvements for vehicle crews. The Project Vitreous interface is designed to amplify and enhance a vehicle crew's ability to move, shoot and communicate using mixed reality technology. It allows a crew to see through the vehicle hull for a 360° view to the outside environment while augmenting their vehicle, crew, and mission awareness with a role specific holographic information dashboard.

Past head-mounted display (HMD) interface approaches have attempted to take existing interface designs and apply them to HMD technology with mixed results. Project Vitreous has taken a different approach by designing for Soldier information needs, considering the unique capabilities HMD technology provides from the ground-up. The project team is small and agile, consisting of Soldiers, scientists, designers, and software developers. By having former Soldiers embedded in the team as software developers, we are able to integrate a constant stream of Soldier touch-points before experiments ever occur. Combining these approaches, Project Vitreous is attempting to reinvent how Soldiers see the battlefield with many benefits from experimentation in target detection, navigation, situation awareness, usability, and workload.

POC: Jeff Hansberger, Army Research Lab

### **ARI Research Project: Selection and Assignment of Brigade Command Sergeants Major**

*Challenge:* Improve selection and assignment of Brigade Command Sergeants Major through holistic assessment of the knowledge, skills, and behaviors that predict performance, conduct, and attitudes.

*Impacts:* More precise identification and assignment of Non-commissioned Officers with high potential to be effective Brigade Command Sergeants Major; reduced risk of negative Brigade outcomes, such as disciplinary incidents and attrition.

*Accomplishments and Transitions:*

- ◇ Developed the cognitive and non-cognitive Sergeant Major Assessment Battery (SGM-AB); transitioned to Army Talent Management Task Force
- ◇ Developed Enlisted Leader Evaluation Tool (ELET) and transitioned to the Center for the Army Profession and Leadership
- ◇ Developed SGM-AB and ELET feedback reports for Sergeants Major Assessment Program candidates

*S&T Partners:* Army Talent Management Task Force

POC: Dr. Richard Hoffman, U.S. Army Research Institute for the Behavioral and Social Sciences

**ONR's Joint Terminal Attack Controller (JTAC) Virtual Trainer (JVT) Certification Exercise.** JVT is a mobile and deployable virtual reality trainer system for close air support and other fires training that J6 accredited in October 2022. 1st ANGLICO's use of JVT in a pre-deployment certification exercise is the first time it has been used to certify an entire small unit through their pre-deployment collective.

POC: Dr. Peter Squire, Office of Naval Research



**Air Force Research Lab (AFRL) Kicks Off Center of Excellence at Columbia University Investigating the Neuroscience of Decision Making.** The 711th Human Performance Wing, along with the Materials & Manufacturing Technology Directorate, and the Air Force Office of Scientific Research recently kicked off a Neuroscience of Decision-Making Center of Excellence (COE) at Columbia University. Columbia's team of internationally recognized neural engineers, neuroscientists, biomedical engineers, and computer scientists provided background and high-level approaches to how they plan to tackle core questions of how our brains make decisions, learn from mistakes, and develop expertise. AFRL's scientists and engineers also presented their ongoing and emerging research efforts and potential connections to the COE. The new COE will take a multidisciplinary, multimodal, and multiscale approach to develop a comprehensive understanding of human decision making in real-world environments. Central to this approach is the design, development, and execution of experiments that enable linkage between decision making in animal models with data and tasks performed by humans.

Read More at: <https://www.engineering.columbia.edu/news/afri-afosr-awards-grant-focused-neuroscience>

POC: Dr. Logan Williams, 711 Human Performance Wing



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## Col Accomplishments (Continued)

**Office of Naval Research Participation in Adversary Force Exercise Technology Showcase.** This showcase/demonstration was alongside active-duty Marines from The Tactical Training and Exercise Control Group. Technology efforts included: (1) the Warfighter Augmented Reality Training system, an augmented-reality training platform to support standalone or networked fires training, (2) the Streamlined Marine After Action Review Tool - Visualization (SMART-Viz), a modernized after-action review tool integrated with data streams to enhance learning after a training event, and (3) the Spectrum Logger, a standalone electromagnetic sensing and recording device.

POC: Dr. Peter Squire, Office of Naval Research

*Editor's Note: The following DEVCOM efforts are in the theme of the development of robust and effective human-system teams that Dr. Gaston highlights in our Senior Leadership Perspective.*

### **DEVCOM ARL Studies Human-Agent Teaming in Future Operations.**

**Background:** Future US Army and Joint forces will employ teams of humans and intelligent agents (software and robotic) across all echelons to enable operations at speed and scale. Technological capabilities will emerge and be fielded at a scope and speed never seen before, requiring Soldiers to respond to both friendly and adversarial technologies. Soldiers will be expected to work with these technologies as capable teammates, and these human-agent teams will leverage the skills and strengths of each, enabling the team to perform at levels that neither could achieve on their own.

Working with Soldiers, these increasingly intelligent technologies and capabilities will improve team situational awareness (SA), decision-making speed, and overall performance. The success of human-agent teams, however, is dependent upon the crew working together and effectively sharing tasks to maintain SA and resources as needed. An example use case is in future military vehicles, where task complexity will rapidly increase and require a complementary increase in reliance on autonomous teammates for successful operations.

**S&T Effort:** DEVCOM ARL studied groups of human crews working with ecosystems of intelligent capabilities in future military vehicles. Through this work, DEVCOM demonstrated a first-of-its-kind capability for a group commander to rapidly restructure tasking across a team of 14 humans and intelligent systems based on current team state, environment, and mission to provide rapid team response to adversarial actions. The group commander also had access to a suite of autonomous tools that improved commander and crew SA and crew flexibility. This work demonstrates the critical need for autonomous and intelligent systems to team with humans in order to maintain overmatch in the increasing optempo and uncertainty of future operations.

POC: Katherine Cox, DEVCOM ARL

### **DEVCOM-ARL Work with Universities on Human Machine Performance**

DEVCOM-ARL researchers demonstrated that individualized adaptive agents improve human machine team performance. Researchers at Carnegie Mellon University used inverse reinforcement learning to identify human game play policies and develop matching policies that were complementary to improve performance in a gamified environment. Agents that were able to identify human game play strategies and select complimentary strategies improved overall team performance above and beyond agents that performed well at the task individually, or teams that required humans to adapt their gameplay to agent capabilities.

DEVCOM-ARL researchers discovered that agent role in human machine teams is critical to teams overall performance. Researchers from Northwestern University explored the performance of teams composed of three humans and one agent in tasks based on ideation. They discovered that agents which work on the task with the human will improve team performance more than agents designed to facilitate improved teamwork between human participants. Other discoveries were agents which both worked on the task as well as facilitated teamwork performed at the same level as task based agents alone, and that agents simulated average human performance on the task.

POC: Katherine Cox, DEVCOM ARL



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## Researcher Highlights

Earlier this year, Ms. Regina Hartnett in the CCDC DEVCOM Analysis Center received the Maj. Gen. Harold Greene Innovation Award for her Dynamic Infographics (DIG) for Situation Awareness at the Speed of Battle. The DIG design concept (patent obtained) provides Soldiers transparency of the Intelligent Agent's (IAs) processes of actions, decision making and system reasoning in a graphical way to provide dynamic battlefield information from IAs via the Internet of Battlefield Things using Augmented Reality (AR) displays. This new concept for Soldier cueing is an intuitive display of system actions and battlefield entities using AR for automation and decision-aiding presentation, and can be used by pilots, ground forces, and other Soldiers in a highly dynamic mission environment.

The annual acquisition writing competition is named for Maj. Gen. Greene, the Deputy Commanding General of the Combined Security Transition Command-Afghanistan, who was killed in 2014 while making a visit to Marshal Fahim National Defense University in Kabul, Afghanistan. The award honors Maj. Gen. Greene's 34 years of distinguished service to the Army and the nation, remembers his significant contributions to Army acquisition, and pays tribute to his ultimate sacrifice.

POC: Dr. Thomas Davis, DEVCOM Analysis Center



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## Col Contact Information

Human Systems Col – STEERING COMMITTEE		
Agency	Position/Organization	Name
Navy (Chair)	Dept Head, Warfighter Performance, Code 34, ONR	Dr. Patrick Mason
Army	Chief, Humans in Complex Systems (HCxS) Division—Army Research Lab (ARL)	Dr. Jeremy Gaston
AF	Chief Scientist, 711 <sup>th</sup> Human Performance Wing (711 HPW), Air Force Research Laboratory (AFRL)	Dr. Gaurav Sharma
Army	Director, Army Research Institute (ARI)	Dr. Michelle Zbylut
SOCOM	Director, SOF AT&L Science & Technology	Ms. Lisa Sanders
Army	Chief Scientist, Soldier Performance and Optimization, US Army Combat Capabilities Development Command Soldier Center (CCDCSC)	Dr. Robb Wilcox
Army	Chief, Human Systems Integration Division, Data & Analysis Center	Dr. Thomas Davis
OUSDR&E	Director of Emerging Technologies, Human Systems	CDR Wilfred Wells
DIU	Director, Human Systems Portfolio	Dr. Christian Whitchurch
Human Systems Col – OUSDR&E Support		
OUSDR&E	Contractor Support (Strategic Analysis)	Dr. Laura Kallal
Human Systems Col – Executive Secretariat Members		
AF (chair)	711 HPW, Air Force Research Laboratory	Dr. Jill McQuade
Army	Army Research Institute	Dr. Richard Hoffman
Air Force	711 HPW, Air Force Research Laboratory	Dr. Glenn Gunzelmann
Navy	Office of Naval Research	Dr. Mike LaFiandra
Army	Senior Research Scientist (ST) for Soldier Performance in Socio-Technical Systems	Dr. Jessie Chen
Army	Army Research Lab	Ms. Rachel Weatherless
Army	CCDC Soldier Center	Ms. Karen Gregorczyk
DIU	Human Systems Portfolio	CDR Niels Olson
Human Systems Col – Contractor Support		
OUSDR&E	Contractor Support (Strategic Analysis)	Ms. Katie Stilling
OUSDR&E	Contractor Support (MITRE Corp)	Dr. Carolyn Parish
Air Force	Contractor Support (JYG Innovations Inc)	Mr. Al Livada
OUSDR&E	Contractor Support (MITRE Corp)	Dr. Tracy Sanders



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Human Systems Col – SUB-AREA LEADS & MEMBERS		
Personalized Assessment, Education, and Training (PAE&T)		
Army	Army Research Institute (ARI)	Dr. Elizabeth Uhl
Navy	ASN, Manpower and Reserve Affairs (M&RA)	Dr. Kendy Vierling
Army	Army Research Lab	Dr. Benjamin Goldberg
Army	Army Research Lab	Dr. Greg Ruark
Navy	Naval Research Laboratory	Dr. Mark Livingston
ADL	Director, Advanced Distributive Learning	Dr. Laura Milham
DLNSEO	Defense Language, Nat'l Security Education	Dr. Michael Nugent
Navy	Office of Naval Research (ONR code 34)	Dr. Natalie Steinhauser
Navy	JAIC—Joint Artificial Intelligence Center	LCDR Pete Walker
Navy	Naval Air Warfare Command, Training Systems	Dr. Jim Pharmer
Navy	Naval Air Warfare Command, Training Systems	Dr. Melissa Walwanis
Army	Army Research Lab (ARL)	Dr. Pete Khooshabeh
Army	Combat Capabilities Development Command	Dr. Kimberly Pollard
Navy	Nav Surface Warfare Center Crane	Dr. Siddharth Maini
Army	Army Research Institute (ARI)	Mr. Richard Hoffman
DLNSEO	DLNSEO (Def Language & Nat'l Security Ed)	Dr. Cara Aghanjanian
ADL	Advanced Distributed Learning	Dr. Karen Cooper
Navy	Office of Naval Research (ONR) Code 34	CDR Jacob (Jake) Norris
Navy	NPS	Dr. Aditya Prasad
Protection, Sustainment, & Warfighter Performance (PSWP)		
AF (Lead)	AFRL, 711th Human Performance Wing (711 HPW)	Dr. Logan Williams
Navy	Office of Naval Research (ONR) Code 34	Dr. Peter Squire
Army	CCDC — Soldier Center	Ms. Karen Gregorczyk
Army	ONR Code 34	Dr. Michael LaFiandra
Army	CCDC— Soldier Center	Dr. John Ramsay
AF	AFRL, 711 HPW	Dr. John Schlager
AF	AFRL, 711 HPW	Dr. Joel Bixler
AF	AFRL, 711 HPW	Dr. Craig Narasaki
AF	AFRL, 711 HPW	Dr. Casey Pirstill
Navy	ONR Code 34	Mr. Keith King
Navy	ONR Code 34	Dr. Sandra Chapman
Army	NSRDEC	Dr. Jeff Schiffman
Air Force	SAF AQ (PEM)	Dr. Morgan Schmidt
Navy	Naval Health Research Center-San Diego	Dr. Karen Kelly
Navy	Nav Surface Warfare Center Dahlgren	Dr. Alex Kniffin
Navy	ONR Code 34	Dr. Tim Bentley
Navy	ONR Code 34	Lt Tracy Morgan





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Human Systems Col – SUB-AREA LEADS & MEMBERS		
System Interfaces and Cognitive Processing (SICP)		
AF - Lead	AFRL, 711th Human Performance Wing (711 HPW)	Dr. Mark Draper
Air Force	AFRL, 711 HPW	Mr. Ed Davis
Air Force	AFRL, 711 HPW	Dr. Vince Schmidt
Army	Combat Capabilities Development Command (CCDC)—Soldier Center	Dr. Caroline Mahoney
Army	Army Research Laboratory	Dr. Katherine Cox
Army	Army Research Laboratory	Dr. Jeff Hansberger
Navy	Office of Naval Research (ONR) Code 34	Dr. Tom McKenna
Navy	ONR Code 34	Dr. Jeff Morrison
Air Force	AFRL, 711 HPW	Dr. Tamara Chelette
Air Force	AFRL, 711 HPW	Dr. Laurie Fenstermacher
Air Force	AFRL, 711 HPW	Mr. Eric Hansen
Army	Army Research Office (ARO)	Dr. Edward Palazzolo
Army	ARO	Dr. Lisa Troyer
Navy	ONR Code 34	Dr. Rebecca Goolsby
Navy	Naval Surface Warfare Center	Dr. Jessica Jones
Navy	COMPACFLT N5	Dr. Dale Russell
Army	Army Research Lab CCDC Atlantic	Dr. Frederick Gregory
Army	Research & Development Command (RDECOM)	Dr. David Scribner
SOCOM	SOF AT&L Science & Technology	Lt. Claire Modica
Army	DEVCOM—Army Research Laboratory	Dr. Jeremy Gaston
Navy	Nav Surface Warfare Center Crane	Dr. Siddharth Maini