

George C. Marshall Center - 2002-2022 Alumni Survey

Thank you for taking part in this survey of Marshall Center Alumni from 2002 to 2022! It will take you approximately 20 minutes to complete.

Introduction

The Marshall Center continuously seeks opportunities to improve the content and experience provided to participants, and alumni surveys provide short- through long-term feedback on the impact of our programming from the perspective of our most important outcome: our Alumni! Your contributions to this survey are important to us and your responses will be combined with those from fellow Alumni to help improve Marshall Center programs.

This survey should take approximately 20 minutes of your time. When completing this survey, please reflect on your experience(s) at the Marshall Center, your professional experiences, and if there is any cause-and-effect between the two. Unless otherwise stated, choose only one response per answer. After completing all questions in a section, please use the "Next" button to continue. Upon finishing the last section, please use the "Submit" button at the bottom of the survey. If you have any questions regarding this survey, please contact the GCMC Alumni Department: mc alumni@marshallcenter.org. (<mailto:mc alumni@marshallcenter.org>).

AGENCY DISCLOSURE NOTICE The public reporting burden for this collection of information, 0704-0553, is estimated to average 20 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or burden reduction suggestions to the Department of Defense, Washington Headquarters Services, at whs.mc-alex.esd.mbx.dd-dod-information-collections@mail.mil (<mailto:whs.mc-alex.esd.mbx.dd-dod-information-collections@mail.mil>). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. OMB CONTROL NUMBER: 0704-0553 / OMB EXPIRATION DATE: 5/31/2025

Alumni Demographics

1. **My professional background is (mark all that apply):**

- ☐ Military
- ☐ Law Enforcement / Police
- ☐ Government Employee
- ☐ Academic
- ☐ Non-Governmental Organization (NGO)

2. **How many years of government service do you have?**

- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 10-15 years
- ☐ 16-20 years
- ☐ 20+ years

3. **What is your current profession / where are you currently working?**

- ☐ Military
- ☐ Law Enforcement / Police
- ☐ Government Employee

- ☐ Academic
- ☐ Non-Governmental Organization (NGO)

4. What level of leadership position do you have within your current organization?

- ☐ Junior-Level
- ☐ Mid-Level
- ☐ Senior-Level
- ☐ Executive-Level
- ☐ Retired
- ☐

Other

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Valuation of the Marshall Center / Your Marshall Center Experience

5. In which GCMC program(s) did you participate? (Mark all that apply)

- ☐ CTOC - Program on Countering Transnational Organized Crime
- ☐ ESS - European Security Seminar (East / South / North)
- ☐ ISES - International Senior Enlisted Seminar
- ☐ PASS - Program in Applied Security Studies
- ☐ LPASS - Leaders PASS
- ☐ EPASS- Executive PASS
- ☐ EP - Executive Program
- ☐ PCSS - Program on Cyber Security Studies
- ☐ iPCSS - International Program on Cyber Security Studies
- ☐ PTSS - Program on Terrorism Security Studies
- ☐ SCWMDT - Seminar on Combatting Weapons of Mass Destruction & Terrorism
- ☐ SES - Senior Executive Seminar
- ☐ SRS - Seminar on Regional Security
- ☐ SSCB - Program on Security Sector Capacity Building
- ☐ SSTAR - Program for Security, Stability, Transition, & Reconstruction
- ☐ STACS - Seminar on Transatlantic Civil Security
- ☐ SIWHT - Seminar on Irregular Warfare & Hybrid Threats

☐

Other

6. How likely are you to recommend a GCMC program to a colleague?

1 - Very Unlikely / 2 - Unlikely / 3 - Neutral / 4 - Likely / 5 - Very Likely

1 2 3 4 5

☐ ☐ ☐ ☐ ☐

7. Rank order the most important benefits (from the list below) YOU gained during your time at the Marshall Center.

Common Values & Norms (Rank order from 1-10 the options below: 1 = most important / 10 = least important)

Improved Critical Thinking

Improved Global Vision

Gained Professional Confidence

Forged Friendships / Networks

Established Professional Contacts (in my country)

Established Professional Contacts (in my region of the world)

Establish Professional Contacts (in other countries)

Learned about other Cultures

Learned about other Nations deal with security issues

Improved Language Skills

8. As a result of your GCMC experience(s), to what degree do you agree with the following statements?

Critical Thinking, Global Vision, & Policy Understanding

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am better able to question and evaluate information.	☐	☐	☐	☐	☐
I look more at the strategic picture and global context of an issue.	☐	☐	☐	☐	☐
I now analyze and try to understand a situation in its global context.	☐	☐	☐	☐	☐
I have a better understanding of the security interests of other nations.	☐	☐	☐	☐	☐
I have a better understanding of the role of civil society in providing security.	☐	☐	☐	☐	☐
I am better able to comprehend & analyze defense and security issues.	☐	☐	☐	☐	☐
I have a better appreciation of German security policy and interests.	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have a better appreciation of US security policy and interests.	☐	☐	☐	☐	☐

9. **As a result of your GCMC experience(s), to what degree do you agree with the following statements?**

Intercultural & Interagency Impact

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am more tolerant of different points of view (than my own).	☐	☐	☐	☐	☐
I listen to other's opinions more patiently.	☐	☐	☐	☐	☐
I have a better understanding of other cultures.	☐	☐	☐	☐	☐
I am more comfortable communicating with people from other cultures.	☐	☐	☐	☐	☐
I hold less cultural stereotypes about people from other cultures.	☐	☐	☐	☐	☐
I am more likely to seek compromise solutions to problems.	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have a better understanding of the value of interagency cooperation for security issues in my country.	☐	☐	☐	☐	☐
I have a better understanding of the value of international cooperation to address security issues.	☐	☐	☐	☐	☐

10. Based upon your professional background and GCMC experience(s), to what degree do you agree with the following statements?

Intercultural & Interagency Impact

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Marshall Center addresses the most important strategic security topics.	☐	☐	☐	☐	☐
The Marshall Center addresses the most important transnational security topics.	☐	☐	☐	☐	☐
The Marshall Center addresses the most important regional security topics.	☐	☐	☐	☐	☐

11. In your opinion, what are the TOP 5 most important security topics facing your country today?

From the fourteen (14) choices below, please select and rank order ONLY the TOP 5 security topics.

	MOST important	2nd most important	3rd most important	4th most important	5th most important
Strategic Competition	☐	☐	☐	☐	☐
Cyber Security	☐	☐	☐	☐	☐
Combatting Terrorism	☐	☐	☐	☐	☐
Combatting Violent Extremism	☐	☐	☐	☐	☐
Irregular Warfare / Hybrid Threats	☐	☐	☐	☐	☐
Organized Crime	☐	☐	☐	☐	☐
Border Security	☐	☐	☐	☐	☐
Energy Security	☐	☐	☐	☐	☐
Corruption	☐	☐	☐	☐	☐
Migration	☐	☐	☐	☐	☐
Counter Weapons of Mass Destruction (WMD) Proliferation	☐	☐	☐	☐	☐
Narcotics Production / Trafficking	☐	☐	☐	☐	☐
Climate Change	☐	☐	☐	☐	☐
Gender Issues & Equality	☐	☐	☐	☐	☐

Impact of the Marshall Center - Alumni

12. **How often did you do any of the following based on the experience you had from the Marshall Center?**

	Never	Once or twice	Several Times
Joined a national or regional organization committed to security cooperation/security issues.	☐	☐	☐
Sent an employee to attend a Marshall Center program or encourage a colleague/friend to attend GCMC programs.	☐	☐	☐
Lectured or gave a public presentation on a security topic.	☐	☐	☐
Published a paper or book on a security topic.	☐	☐	☐
Developed or implemented new training programs within my organization.	☐	☐	☐
Developed a new course or curriculum for a security studies course.	☐	☐	☐

	Never	Once or twice	Several Times
Developed new strategy or policy documents.	☐	☐	☐
Involved civil society organizations in government planning or programs.	☐	☐	☐
Developed or improved relationships with civil society organizations.	☐	☐	☐
Developed or improved relationships between other ministries in my country.	☐	☐	☐
Developed or improved relationships between other ministries in other countries.	☐	☐	☐
Shared my GCMC experience with colleagues.	☐	☐	☐
Adjusted leadership style (e.g. better communication, listening; encouraging dialogue, etc.).	☐	☐	☐

13. With whom have you been in contact after your Marshall Center experience(s) (select all that apply)?

- ☐ Marshall Center classmates from my country
- ☐ Marshall Center classmates from other countries
- ☐ Marshall Center Alumni other than classmates

- ☐ Marshall Center faculty / professors
- ☐ Alumni of other Regional Centers as a result of your Marshall Center experience

14. In what capacity were you in contact with each of the individuals from Question #13?

	Personal	Professional	Both Personal & Professional
Marshall Center classmates from my country	☐	☐	☐
Marshall Center classmates from other countries	☐	☐	☐
Marshall Center Alumni other than classmates	☐	☐	☐
Marshall Center faculty / professors	☐	☐	☐
Alumni of other Regional Centers	☐	☐	☐

15. Have you collaborated with any Marshall Center Alumni about any of the following topics (select all that apply)?

- ☐ Cyber Security
- ☐ Countering transnational threats (i.e. terrorism, weapons of mass destruction proliferation, or counter narcotics operations)
- ☐ Defense or Security Reform
- ☐ Homeland Defense / Civil Security
- ☐ Military or Civil Society Issues
- ☐ Inter-ministerial cooperation on security challenges

☐ International cooperation on security challenges

16. Is there anything else you would like to share about your Marshall Center experience? If so, please write your answer in the space below. Note: Please do not provide any personally identifiable information in your response.

Enter your answer

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Update your contact information with the GCMC Alumni Department

If you need to update any of your personal or professional contact information, please contact the Marshall Center Alumni Department at: mc alumni@marshallcenter.org.
[.\(mailto:mc alumni@marshallcenter.org\)](mailto:mc alumni@marshallcenter.org).

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