According to key NSA officials involved in its design, LAS was established to be an innovation hub in order to improve intelligence analysis for the future, particularly in the era of big data. It would do this by being a unique site of integration of:

1. New technological tools and tradecraft
2. Interdisciplinary knowledge
3. Collaboration between inter-institutional partners (academia-industry-government)
4. Open source/unclassified information to inform classified problems

**Key Tensions**

- **Different cultures/norms/expectations from the various stakeholders (academic, industry, government) that constitute LAS**
  
  “The major differences between these partners really speaks to ... the biases are they bring to the table, what their expectations [are] of what I want to do and what you expect me to ... [varies] between the different organizations - the government, university and industry.”

  “We had to kind of learn that professors are individual contractors themselves. ...And so it was kind of surprising to us that in some ways that we kind of felt like we were ... joining people together who wouldn't have worked together [otherwise].”

- **Differences in language across stakeholders and disciplines**

  “The major differences between these partners really speaks to [a need for a] common lexicon, ... a common vernacular, common dictionary.”

- **Inherent tensions between the mission and research sides of LAS**

  “What academic universities do is long term basic research. But then there's that tension from the mission side where I come from where it's like... we're on the front lines and gotta get this out and so it's what have you done for me yesterday type of thinking and so there's that tension between what are you going to deliver to me versus that long term 10 year research project...the mission side is the big kahuna in the room.”

**LAS Network Analysis**

Collaborators:
- Jessica Jameson (COM)
- Chris Kampe (CRDM)
- Hector Rendon (CRDM)

**Learning Transferred to IC**

Learning at LAS administration
- Learning across teams
- Learning in teams
- Barriers & Mechanisms of Learning

**Key Successes**

- **LAS Establishment, institutionalization, & ongoing development**
  
  “Every other agency in the intelligence community said this was impossible and we did it.”

- **Immersive collaboration and interdisciplinary skill development**

  “Usually the research people and the mission people don't even sit in the same building back at headquarters...And so I think that just actually being co-located and working on the same projects, because we're working on same projects together, that makes a big difference.”

- **Creation of Collaboration Group to study effectiveness of LAS and enhance its development**

  “Having a group of people actually along for the ride to record how people are interacting with each other, that's unprecedented in my experience,... what we're trying to do is something that's so freaken hard, we need to make sure that we're paying attention to how we're doing it...”

**Challenges for the Future**

- Budget/Funding Streams for LAS for long-term sustainability
- Tech transfer back to IC headquarters; pressure to produce
- Personnel shortages/turnover
- Strategic planning/reflection