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17th October 2019

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Individuals with disabilities requiring special accommodations should contact Quentin Whiteree at (703) 760 0762 at least two weeks prior to the event.

ComDef 2019 Handbook

Editor-in-Chief Quentin Whiteree

Editor Carole H. Whiteree

Common Defense

32 Years of International Defense Cooperation

ComDef'87	Arlington, VA	Let's not Reinvent the Wheel
ComDef'88	Arlington, VA	Military Requirements for Defense Cooperation
ComDef'89	Washington DC	Sharing the Burden
ComDef'90	Washington DC	Partners in Technology Sharing
ComDef'92	Norfolk, VA	Interesting Times – International Defense Cooperation in an Age of Change
ComDef'93	Norfolk, VA	International Defense in the Clinton Era
ComDef'94	Arlington, VA	Keeping the Peace
ComDef'95	Vancouver, BC	Asia-Pacific
ComDef'96	Washington DC	International Partnerships – Beyond 2000
ComDef'97	Washington DC	Focus on Procurement: Acquiring the Best
ComDef'97	Vancouver, BC	Asia – Ties across the Pacific
ComDef'98	Washington DC	Protecting the Force
ComDef'99	Melbourne, Australia	Defense Cooperation in the Asia Pacific Region
ComDef'00	Washington DC	Shifting Alliances in Defense Cooperation
ComDef'01	Washington DC	Globalism Cooperation and Defense Transformation
ComDef'02	Washington DC	Driving Interoperability - Transforming Coalitions
ComDef'03	Washington DC	Coalitions & Partners
ComDef West'04	San Diego, CA	C4ISR & Defense Transformation
ComDef 2004	Washington DC	Transformation & Cooperation at the Crossroads
ComDef Phoenix 2004	Phoenix, AZ	Manufacturing Technology, Global Supply Chains & Smart Cluster Initiatives
ComDef West 2005	San Diego, CA	C4ISR - Building the Networks
ComDef 2005	Washington, DC	Transformation and the New Realities in Defense Cooperation
ComDef West 2006	San Diego, CA	Facilitating Effective Coalitions
ComDef 2006	Washington, DC	Towards Interoperability
ComDef Tucson 2006	Tucson, AZ	Technologies for Border Security
ComDef West 2007	San Diego, CA	Joint & Coalition Cooperation in the Littorals
ComDef 2007 Ottawa	Ottawa, Canada	Immediate Technologies for Border Security
	Adelaide, Australia	Border Security Workshop at D+I
ComDef 2007	Washington, DC	Let's Not Reinvent the Wheel – 20th Anniversary
ComDef Tucson 2007	Tucson, AZ	Technology Innovations at the Border
ComDef West 2008	San Diego, CA	Towards a Common Operating Picture
ComDef 2008	Washington, DC	Defense Priorities in an Age of Persistent Conflict
ComDef 2009	Washington, DC	Undergirding Smart Power
ComDef West 2010	San Diego, CA	Advancing Force Multiplicity
ComDef 2010	Washington, DC	Sustaining Programs for International Cooperation: Doing More with Less
ComDef West 2011	San Diego, CA	Architecture for Coalition Cooperation
ComDef 2011	Washington, DC	Talk Softly And Wear A Hard Hat: Defense In The Age Of Fiscal Restraint
ComDef West 2012	San Diego, CA	Key Enablers for Joint and Coalition Success
ComDef 2012	Washington, DC	Understanding the Past to Inform the Future
ComDef 2013	Washington, DC	Strengthening the Cooperative Global Framework
ComDef Europe 2014	Paris, France	Creating Enduring Partnerships
ComDef 2014	Washington, DC	Sustaining the Defense Industrial Base
ComDef 2015	Washington, DC	Developing Capability, Improving Readiness
ComDef R&D 2016	Arlington, VA	Reenergizing the Technology Engine
ComDef Europe 2016	Paris, France	Developing Enduring Partnerships
ComDef 2016	Washington, DC	Driving Innovation and Capability Development
ComDef 2017	Washington, DC	Realigning Priorities in an Uncertain Era
ComDef 2018	Washington, DC	Reimagining Security Cooperation



ComDef 2019 | Washington, DC Conference

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Ronald Reagan Center, Washington, DC | 17 October, 2019

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October 17, 2019

Dear Colleagues,

It is increasingly clear that the technological edge the West has long enjoyed is now eroding. Report after report has outlined adversary gains in areas such as AI, hypersonics and autonomous vehicles. The recent attack on Saudi Arabian oil fields is a significant wakeup call. There is recognition in the National Defense Strategy that the United States needs to work with its friends and allies to harness the brightest minds and best practices.

ComDef brings together government officials and practitioners, industry leaders and representatives from friends and allies. It is an opportunity to interact and articulate perspectives with an equal voice - and a chance to find new approaches and make new connections.

The program will explore shared values and expectations in the context of a changing budgetary environment, technology and cultural shifts, commercial and political pressures and external factors shaping the defense landscape.

It will be a rewarding day.

Warm regards,

Quentin Whiteree
President, IDEEA, Inc.

Schedule of Events

0800-0810 **WELCOME**

◇ **Quentin Whiteree**, *President, IDEEA, Inc.*

0810-0845 **KEYNOTE**

◇ **The Honorable Ellen M. Lord**, *Under Secretary of Defense for A&S*

Introduced by: **AMB Tina S. Kaidanow**, *Senior Advisor, International Cooperation, OUSD (A&S)*

0845-0920 **KEYNOTE**

◇ **The Honourable David Johnston**, *Defence Export Advocate, Australia*

Introduced by: **Roger Grose**, *Counsellor Defence Materiel, Embassy of Australia, Washington, DC*

0920-1025 **SECURITY COOPERATION UPDATE: ENABLING FLEXIBILITY**

◇ **Gregory Kausner**, *Deputy Director, Defense Security Cooperation Agency*

◇ **Ann Cataldo**, *Deputy Assistant Secretary of the Army for Defense Exports and Cooperation, ASA(ALT)*

◇ **Rear Admiral Francis D. Morley, USN**, *Director, Navy International Programs Office*

◇ **Kelli L. Seybolt**, *Deputy Under Secretary of the Air Force, International Affairs*

Moderator: **Frank Cevasco**, *President, Cevasco International*

1025-1035 **BREAK**

1035-1130 **NATIONAL DEFENSE STRATEGIES AND SECURITY COOPERATION**

◇ **Susanna V. Blume**, *Senior Fellow & Director, Defense Program, Ctr for a New American Security*

◇ **Andrew P. Hunter**, *Director, Defense-Industrial Initiatives Group and Senior Fellow, International Security Program, Center for Strategic and International Studies*

◇ **Michael E. O'Hanlon, Ph.D**, *Senior Fellow, Brookings*

Moderator: **Vago Muradian**, *Editor, Defense & Aerospace Report*

1130-1200 TOWARDS INTEGRATING DEFENSE INDUSTRIAL BASES

◇ **William Greenwalt**, *Senior Fellow Atlantic Council*

1230-1400 LUNCH: MAKING INTERNATIONAL PARTNERING WORK

◇ **Morten Tiller**, *National Armaments Director, Department of Defense, Norway*

Introduced by: **Chris Lombardi**, *Director of European Business Development, Raytheon International, Inc.*

Luncheon sponsored by: **Raytheon**

1420-1520 DRIVING TECHNOLOGICAL EXCELLENCE: PARTNER PERSPECTIVES

◇ **Hiroyuki “Hiro” Hatada**, *Director, Aerospace and Defence Division, Ministry of Economy, Trade & Industry, Japan*

◇ **Edward Ferguson**, *Minister Counsellor Defence & MOD Director United States, British Embassy, Washington, DC*

◇ **Alison Petchell**, *Minister-Counselor Defence Materiel, Embassy of Australia, Washington, DC*

Moderator: **Pieter-Henk Schroor**, *Defence Cooperation Attaché, Royal Netherlands Embassy, Washington, DC*

1520-1540 FORGING AN INNOVATIVE DEFENCE ECOSYSTEM

◇ **Major General Kathryn Toohey, AM, CSC**, *Head, Force Integration, Australia*

1540-1600 IMPROVING COMPETITIVENESS

◇ **Nazak Nikakhtar**, *Assistant Secretary of Industry and Analysis, International Trade Administration, U.S. Department of Commerce*

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1600-1700 **ACCELERATING INDUSTRIAL BASE RESILIENCE**

- ◇ **Jennifer Santos**, Deputy Assistant Secretary of Defense for Industrial Policy (IndPol)
- ◇ **Christopher J. Davis**, President, Raytheon International
- ◇ **Jennifer L. Hanley**, Director, International Government Relations, L3 Harris Technologies, Inc
- ◇ **John Luddy**, Vice President, National Security Policy, Aerospace Industries Association

Moderator: **Frank Finelli**, Managing Director, Carlyle Group

1700-1800 **EXPORT CONTROL UPDATE**

- ◇ **Heidi Grant**, Director, Defense Technology Security Administration
- ◇ **Mike Miller**, Acting Deputy Assistant Secretary of State, Bureau of Political Military Affairs
- ◇ **Matthew S. Borman**, Deputy Assistant Secretary for Export Administration, U.S. Department of Commerce

Moderator: **Gary Stanley**, President, Global Legal Services, P.C.

1715-1900 **CONFERENCE RECEPTION**

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CONFERENCE MODERATORS

- ◇ **Roger Grose**, Counsellor Defence Materiel, Embassy of Australia, Washington, DC
- ◇ **Michael J. Vaccaro**, Director, International Armaments Cooperation, DoD (A&S)

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E-mail: emb.washington@mfa.no
POC: Einar Gustafson, Counselor for Def. Industry Coop`n.

The Norwegian Embassy in Washington, DC, has a strong focus on supporting Norwegian industry in the American market, with a special focus on the defense sector. The Norwegian Embassy Office of Defense Industry Cooperation is backed by Innovation Norway, the Norwegian Ministry of Defense and the Norwegian Defense and Security Industries Association.

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Global Legal Services, PC, is a Washington, DC-based law firm advising U.S. and non-U.S. companies on U.S. export and re-export controls, including securing U.S. licenses and other export authorizations, strengthening corporate export control compliance programs, providing training to employees, and advising on civil violations of the ITAR and EAR. It also publishes the daily Defense and Export-Import Update newsletter.



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DEFENSE & AEROSPACE REPORT

Founded and led by Vago Muradian, Defense & Aerospace Report covers the government, military and aerospace leaders, lawmakers, industry executives and analysts that shape national security and aerospace decision-making worldwide.

TABLETOP



NADIC
Chloe Friberg, Director
cfriberg@nadic.us

The Norwegian-American Defense & Homeland Security Industry Council (NADIC) is a trade association that has been established to develop the business and research cooperation of the Norwegian and American related industries. It studies relevant opportunities and facilitates stronger ties between Norway and the U.S., while encouraging a fair competitive environment in U.S. markets. NADIC recently opened its House of NADIC incubator space for SME's with aim to increase their US presence. Shortly after its launch, House of NADIC became a natural meeting place for industries, governments and academia, further strengthening our footprint.

Visit www.nadic.us for more information.

Speakers

Susanna Blume is a Senior Fellow and Director of the Defense Program at the Center for a New American Security. Her research areas include the Defense program and budget, defense posture and force management, and strategy and strategic planning. Prior to joining CNAS, Ms. Blume served as Deputy Chief of Staff for Programs and Plans to the Deputy Secretary of Defense, whom she advised on programming and budget issues, global force management, operational and strategic planning, force posture, and acquisition policy. During this time, she served as Executive Secretary of the Deputy's Management Action Group, the Department's top resource decision making body. She also served in the Office of the Under Secretary of Defense for Policy and in the Office of the Deputy Assistant Secretary of Defense for Plans and Posture. During her years at DoD, Blume participated in two Quadrennial Defense Reviews, the 2013 Strategic Choices and Management Review, and six Program and Budget Review cycles. Ms. Blume holds a master's degree in international studies from the Johns Hopkins University School of Advanced International Studies, a law degree from the George Washington University Law School, and a bachelor's degree in the history of art from the Johns Hopkins University.

Matthew S. Borman currently serves as the Deputy Assistant Secretary of Commerce for Export Administration. In this position, Mr. Borman is responsible for implementing the Bureau of Industry and Security's (BIS) controls on the export of dual-use and military items for national security, foreign policy, nonproliferation, and short supply reasons. In addition, he oversees BIS's programs to ensure that industrial resources are available to meet national and economic security requirements, BIS's implementation of the Chemical Weapons Convention, and BIS's implementation of the Additional Protocol to the US-IAEA Agreement. Mr. Borman received his B.A. in History from Northwestern University, his M.A. from Northeastern University, and his J.D. from New York University School of Law.

Ann Cataldo currently serves as the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation. In this capacity, she is the U.S. Army principal responsible for the Army's Security Cooperation programs. This includes all matters involving security assistance, export policies and oversight, direct commercial sales of Army defense articles and international cooperative research, development and acquisition. These programs directly involve over 2000 Army civilian and military personnel and exceed \$20B annually in sales and cooperative efforts with over 100 foreign countries. Ms. Cataldo also serves as the designated U.S. Army Senior National Representative on all bi-and multi-lateral armaments cooperation fora with the Army's international partners.

Francis M. Cevasco is President, Cevasco International, LLC which he founded in March 2004. Mr. Cevasco advises domestic and international aerospace and defense corporations about defense acquisition programs, strategic positioning, strategic acquisitions, and export issues with the US and foreign governments; prepares studies about prospects for ongoing and future weapon system programs; prepares defense issue-related opinion surveys of US and foreign government officials and industry executives; advises investment firms about defense industry consolidation; and, works with industry associations and think tanks to promote constructive change in government policies and practices. He also performs pro bono projects for the Department of Defense in areas of: transatlantic security, cooperative defense RD&A programs, export control reform, and export sales reform. Mr. Cevasco served as a member of the Senior Executive Service in the Office of the Secretary of Defense (1979-1990). Mr. Cevasco holds an M.S. in Engineering from George Washington University and a B.S. in Civil Engineering from what is now the NYU Polytechnic School of Engineering.

Christopher J. Davis is President, Raytheon International Inc. Davis has spent much of his industry and military careers abroad with three years in Japan and more than 15 years in the United Arab Emirates. He served as country leader and president, RII in the UAE since July 2014. In January 2006, he joined the Raytheon Missile Systems business development team to grow their international portfolio in the Middle East North Africa region. Davis is a retired Marine aviator, and before joining Raytheon, he had senior assignments working with the U.S. Embassy in Abu Dhabi, and the chairman of the Abu Dhabi Chamber of Commerce. He has a bachelor's of science degree in industrial engineering from Union College and a master's degree in security studies from the Marine Corps University.

Edward Ferguson is Minister Counsellor Defence & MOD Director United States at the British Embassy, Washington DC. Mr. Ferguson was Her Majesty's Ambassador to Bosnia and Herzegovina from August 2014 until August 2018. Previously he was the Head of Strategy at the UK Ministry of Defence, responsible for long-term planning in preparation for the 2015 Strategic Defence and Security Review. He was Head of Afghanistan and Pakistan Policy from December 2009 – September 2011. Mr. Ferguson holds MA (Oxon); 1st Class BA (Hons), Literae Humaniores (Classics), Trinity College, Oxford, and MSc, Distinction, Strategy and Diplomacy, London School of Economics and Political Science.

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Francis A. Finelli is a Managing Director, The Carlyle Group, focused on U.S. investment opportunities in the aerospace, defense, services, and security technology sectors. He has led teams on several acquisitions and financial restructurings including one of the first U.S. purchases of a continental European defense company. He is based in Washington, DC. Prior to joining Carlyle, Mr. Finelli served as the legislative assistant responsible for defense, intelligence, and foreign affairs for Senator Dan Coats (R-IN), Chairman of the Airland Subcommittee, Senate Armed Services Committee, and member of the Senate Select Committee on Intelligence. Mr. Finelli is a retired Army Lieutenant Colonel and distinguished graduate of the U.S. Military Academy. He also holds a Master of Sciences in management with dual concentrations in finance and operations research from the Sloan School of Management at the Massachusetts Institute of Technology, and a Master of Military Arts in Strategy from the U.S. Army Command and General Staff College.

Heidi H. Grant, a member of the Senior Executive Service, was appointed as the Director for the Defense Technology Security Administration on January 7, 2019. In her current capacity, she is responsible for developing and implementing DoD technology security policies for international transfer of defense-related goods, services, and technologies. Concurrently, she is the Chairman of the National Military Information Disclosure Policy Committee, responsible for the formulation and promulgation of U.S. National Disclosure Policy governing the disclosure of U.S. classified military information to foreign governments. Ms. Grant manages a staff of over 190 policy analysts, engineers, and licensing officers. Prior to her current assignment, Ms. Grant was the Deputy Under Secretary of the Air Force, International Affairs. Ms. Grant holds a Bachelor of Science degree in business and economics, Pfeiffer University, Misenheimer, NC, & a Master of Public Administration degree in financial management, Troy State University, Washington, D.C.

William Greenwalt is a Senior Fellow, Atlantic Council, Brent Scowcroft Center on International Security. Previously, Mr. Greenwalt was a Professional Staff Member of the Senate Armed Services Committee. Earlier, he was a Marilyn Ware Center for Security Studies Visiting Fellow at the American Enterprise Institute. Prior to this, Mr. Greenwalt was Vice President, Acquisition Policy at the Aerospace Industries Association. He holds a BA, Economics & Political Science, California State University – Long Beach, and MA, International Relations and Defense and Security Studies.

Roger Grose is the Counsellor Defence Material, Australian Embassy Washington, DC, USA, and in cooperation with the Australian Defence staff seeks to maintain and develop the military alliance between Australia and the United States. Prior to taking up this position in August 2016 he acted as the Assistant Secretary, Australian Capability Acquisition and Sustainment Group (CASG). Prior to 2012, he served 22 years as an engineering officer in the Australian Army. In 2004 he graduated from the operations research program at the US Naval Postgraduate School, Monterey CA and went on to serve as the operations analyst with Australian Task Forces in Iraq in 2005 and again in Afghanistan in 2009. He also holds a Masters of Engineering Science, a Graduate Diploma in Geographic Information Systems, a Bachelor of Science with honors, and is a graduate of the Australian Institute of Company Directors.

Jennifer L. Hanley is senior director for international government relations for L3Harris Technologies, where she represents L3Harris interests to relevant federal and international government entities and industry organizations. Hanley held the equivalent roles at Harris Corporation prior to the company's merger with L3 Technologies, Inc. in June 2019. Before joining Harris, Hanley spent nearly a decade at the U.S. Department of State where she was responsible for managing programs to develop and enhance the counter-terrorism capabilities of key foreign partners. Hanley received her master's degree in Public Administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University and bachelor's degrees in Political Science and History from the University of Rochester. She currently serves on the board of directors for Women in Aerospace (WIA) and chairs the Defense Trade Committee at the Aerospace Industries Association.

Hiroyuki "Hiro" Hatada is Director, Aerospace and Defense Industry of METI (the Ministry of Economy, Trade and Industry). He drafts and implements Japan's industrial policies to promote commercial aviation industry and to maintain and strengthen defense industrial base. Before he took his current position in June, 2016, he was Chief Representative, Washington DC Office of NEDO (New Energy and Industrial Technology Development Organization), which is Japan's largest technology projects management organization and an affiliate of METI. In his role to enhance technology cooperation between the US and Japan, he facilitated discussion and coordination between industries, academia and public entities of both nations for future cooperative opportunities in such technology areas as robotics and advanced manufacturing. He holds an MBA degree from Georgetown University and a Bachelor's degree in mechanical engineering from the University of Tokyo.

Dr. Andrew Philip Hunter is a senior fellow in the International Security Program and director of the Defense-Industrial Initiatives Group at CSIS. He focuses on issues affecting the industrial base, including emerging technologies, sequestration, acquisition policy, and industrial policy. From 2011 to November 2014, Mr. Hunter served as a senior executive in the Department of Defense (DOD). From 2011 to 2012, he served as chief of staff to Ashton B. Carter and Frank Kendall, while each was serving as under secretary of defense for acquisition, technology, and logistics. From 2005 to 2011, Mr. Hunter served as a professional staff member of the House Armed Services Committee. Mr. Hunter holds an M.A. degree in applied economics from the Johns Hopkins University and a B.A. degree in social studies from Harvard University.

David Johnston was appointed to the ASPI Council in April 2017. Born and educated in Perth in Western Australia, David graduated from the University of Western Australia in 1981 with law degrees. David was in the Australian Parliament as a Senator for Western Australia for 15 years. Prior to that he was a Barrister and Solicitor in Western Australia practicing in the areas of Mining and Crime and lived and worked on the Eastern Goldfields of Western Australia for 12 years before returning to Perth to continue in the Law. In Parliament David was chair of the Senate Foreign Affairs Defence and Trade Committee, was appointed by Prime Minister Howard as Minister for Justice and Customs in 2007, was Opposition spokesperson on Defence from 2009 to 2013 and Minister for Defence 2013 and 2014. David has a strong commitment to Australian Defence Industry and the current Australian Government's budgetary support for naval ship and submarine building. David is currently sitting on several Boards both defense and mining related.

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Ambassador Tina Kaidanow is Senior Advisor, International Cooperation in the Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)). In this position, Ambassador Kaidanow focuses on the development and implementation of international cooperative programs and defense exportability efforts to foster cooperation with U.S. allies on research, development, production and support of weapons systems and related equipment. Ambassador Kaidanow prepares U.S. military forces for coalition operations by facilitating the provision of interoperable defense systems to global partners in support of national security interests. She directs and monitors implementation of defense policies on international security cooperation within the Department of Defense, in close coordination with U.S. government agencies, foreign governments, and U.S. and foreign industry. Ambassador Tina Kaidanow served as Principal Deputy Assistant Secretary of State for the Bureau of Political-Military Affairs from 2016 to September 2018. As Principal Deputy Assistant Secretary, Ambassador Kaidanow was the Department of State's principal liaison with the Department of Defense and managed several critical components of U.S. foreign policy, including the maintenance of the State Department's global security relationships, the provision of more than \$5 billion in international security assistance, bilateral transfers and the licensing of commercial sales of U.S.-origin defense equipment, the negotiation of international security agreements and the implementation of the President's Export Control Reform Initiative. Ambassador Kaidanow earned Bachelor of Arts and Master of Arts degrees from the University of Pennsylvania and a Master of Philosophy degree in Political Science from Columbia University in New York, as well as a certificate in Russian studies from the Harriman Institute.

Gregory M. Kausner, a career member of the Senior Executive Service, is the Deputy Director of the Defense Security Cooperation Agency. He is responsible for oversight of DSCA's diverse portfolio of Security Cooperation programs and for working with external stakeholders to synchronize DSCA activities with foreign policy and national security objectives. Prior to joining DSCA, Mr. Kausner served as a Senior Advisor to the Under Secretary of State for Arms Control and International Security. From April 2013 to December 2015, he was appointed as the Deputy Assistant Secretary of State for Regional Security and Security Assistance. Prior to his appointment at State Department, Mr. Kausner was a Senior Professional Staff Member on the Senate Foreign Relations Committee. As an officer in the U.S. Navy, Mr. Kausner piloted F-14A and F/A-18F aircraft in support of theater operations in the Asia-Pacific and two combat tours in Iraq. His shore assignments included the East Coast Fleet Replacement Squadron, VFA-106, and the Navy's Office of Legislative Affairs. Mr. Kausner received a B.A. in International Relations from the University of Delaware and a M.A. in Security Studies from Georgetown University.

Christopher Lombardi is director of European Business Development, Raytheon International, Inc. (RII), and country director for NATO, Denmark, Finland, Norway, Sweden, Belgium, Luxembourg and the U.S. European Command. Prior to this role, Lombardi was the regional director of Europe, Israel and sub-Saharan Africa for RII, and also previously worked with ThalesRaytheonSystems (TRS) as manager of International Business Development in Massy, France. Before moving into the TRS joint venture, Lombardi came to Raytheon in November 2002 as manager of Government Relations.

Lombardi joined Raytheon from the Aerospace Industries Association (AIA) where he was manager of International Relations. Prior to joining AIA in 1999, Lombardi was an analyst with Lockheed Martin's International Business Development group and an intelligence analyst with the Office of Naval Intelligence. Prior to those assignments, Lombardi was a staff member on the United States Senate Foreign Relations Committee until 1995. Lombardi received a bachelor's degree in international affairs and political science from the University of Colorado and a master's degree in international relations from the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University in Bologna, Italy and Washington, D.C.

The Honorable Ellen M. Lord currently serves as the Under Secretary of Defense for Acquisition and Sustainment (A&S). In this capacity, she is responsible to the Secretary of Defense for all matters pertaining to acquisition; developmental testing; contract administration; logistics and materiel readiness; installations and environment; operational energy; chemical, biological, and nuclear weapons; the acquisition workforce; and the defense industrial base. Prior to this appointment, from October 2012 – June 2017, Ms. Lord served as the President and Chief Executive Officer of Textron Systems Corporation, a subsidiary of Textron Inc. Ms. Lord earned a Master of Science degree in chemistry from the University of New Hampshire, as well as a Bachelor of Arts degree in chemistry from Connecticut College.

John Luddy is Vice President for National Security Policy at the Aerospace Industries Association, where he is responsible for developing and executing AIA's national security agenda, through engagement with senior government officials and public outreach. John was Vice President of Washington Operations for Aerojet Rocketdyne, and ran his own lobbying and strategic consulting practice for 11 years. His government service includes a presidential appointment to OSD Legislative Affairs, and six years as a senior defense aide in the United States Senate. He began his Washington career in 1992 as a defense policy analyst at the Heritage Foundation. He holds a BA (Honors) in history from Bates College, and a MA in International Relations from Tufts University's Fletcher School of Law and Diplomacy.

Mike Miller is the Acting Deputy Assistant Secretary, Bureau of Political Military Affairs, US Department of State. Mr. Miller, a career Civil Servant and member of the Senior Executive Service, joined the State Department in 1998. Since 2009, he has served in the Bureau of Political-Military Affairs and is currently the Acting Deputy Assistant Secretary for the Directorate of Defense Trade Controls (DDTC) and Office of Regional Security and Arms Transfers (RSAT). His previous positions at the Department include Program Manager for the Anti-Terrorism Assistance program, Special Assistant to the Coordinator for Counterterrorism, Counterterrorism Policy Advisor for the Middle East region, Desk officer for Oman and Yemen, and Foreign Affairs Officer for Middle East political-military issues. He also served on a two-year Foreign Service tour in Tripoli, Libya as Economic and Commercial Attaché. Mr. Miller received a Bachelor of Arts in International Politics with honors from Juniata College in Huntingdon, PA. He also earned a Master of Arts in International Affairs with a focus on International Security Studies from Columbia University.

Rear Admiral Francis D. Morley assumed duty as Director, Navy International Programs Office in September 2016. Morley served operationally as an F/A-18 pilot in Strike Fighter Squadron (VFA) 192 deployed with USS Independence (CV 62), VFA-83 deployed with USS George Washington (CVN 73) and command of VFA-87 deployed with USS Theodore Roosevelt (CVN 71). During these tours, he participated in operations Southern Watch, Desert Fox, Noble Eagle, Joint Guardian, Enduring Freedom and Iraqi Freedom. He was most recently vice commander of Naval Air Systems Command headquartered in Patuxent River, Maryland. Morley has been recognized as the Commander, Naval Air Force Atlantic ship handler of the year and the Department of the Navy program manager of the year. He has more than 3,500 flight hours and 750 carrier arrested landings. He has flown more than 35 different types of aircraft, including the F/A-18A-F, EA-18G, AV-8B, F-14, F-15, F-16 and MiG-29. He earned a Bachelor of Science in Physics and a commission as an ensign from the Naval Reserve Officer Training Corps at San Diego State University. He is a graduate of the U.S. Naval Test Pilot School and holds a Master of Science in Aviation Systems from the University of Tennessee.

Vago Muradian is the editor of Defense & Aerospace Report. He was previously Editor of Defense News and hosted a weekly Defense News TV program. Before joining Defense News in 2002, he was the managing editor of Defense Daily International and the business and international reporter for Defense Daily, a newsletter covering the defense and aerospace industry. Muradian joined Defense Daily from Air Force Times, the leading independent U.S. publication covering the U.S. Air Force. He covered global operations, including in Europe, Haiti, Somalia and Zaire. Before covering the Air Force, he served as Defense News' land warfare reporter. Muradian started his career at Inside the Army.

Nazak Nikakhtar was nominated by President Donald J. Trump to become the Assistant Secretary for Industry and Analysis and was confirmed by the U.S. Senate on March 19, 2018. Ms. Nikakhtar serves as the Department's primary liaison with U.S. industry and trade associations to help address industry concerns and support American competitiveness. She advises the Under Secretary and the Secretary on trade and investment policy and issues impacting the global competitiveness of U.S. businesses. She also heads the division that conducts research and analysis on manufacturing, services, travel and tourism, textiles and apparel, global trade, investment, and economic trends that impact the International Trade Administration's mission. Ms. Nikakhtar is returning to the International Trade Administration after several years as a partner at the international trade law firm of Cassidy Levy Kent LLP. Ms. Nikakhtar received her JD & Master of Economics degrees from Syracuse University & her Bachelor's Degree in French & Political Science from the University of California, Los Angeles.

Michael O'Hanlon is a senior fellow, and director of research, in Foreign Policy at the Brookings Institution, where he specializes in U.S. defense strategy, the use of military force, and American national security policy. He co-directs the Security and Strategy team, the Defense Industrial Base working group, and the Africa Security Initiative within the Foreign Policy program, as well. He is an adjunct professor at Columbia, Georgetown, and Syracuse universities, and a member of the International Institute for Strategic Studies. O'Hanlon was also a member of the external advisory board at the Central Intelligence Agency from 2011-12. O'Hanlon was an analyst at the Congressional Budget Office from 1989 to 1994. He also worked previously at the Institute for Defense Analyses. His doctorate from Princeton is in public and international affairs; his bachelor's and master's degrees, also from Princeton, are in the physical sciences.

Alison Petchell is the Minister Counsellor Defence Materiel, Embassy of Australia, Washington DC. Alison commenced in her role in March 2019 and heads up the Australian Department of Defence – Capability Acquisition and Sustainment Group permanent presence in North America and Europe. Her key responsibilities include supporting procurement of Defence Materiel into Australia from the US and supporting Australian Defence Industry interests in North America. Prior to taking up her role, Alison was the Assistant Secretary Critical Systems in Joint Systems Division, responsible for acquiring and sustaining information technology systems in support of Command and Control, Intelligence and Military Geospatial capabilities, providing deployed information technology to support the Australian Defence Force (ADF). She has two sons aged 24 and 18, three Masters degrees and in her spare time, enjoys dragon boating, motorbike riding with her husband Michael, reading and gardening.

Jennifer Santos currently serves as the Deputy Assistant Secretary of Defense for Industrial Policy (IndPol). In this capacity she is the principal advisor to the Under Secretary of Defense for Acquisition and Sustainment for analyzing the capabilities, overall health, and policies concerning the industrial base on which the Department relies for current and future warfighting capabilities. IndPol is also responsible for developing the Department's position on the business combinations and transactions, both foreign and domestic, that shape and affect national security. Previously, Ms. Santos joined Cypress International Inc. as Vice President, USAF and DoD Innovation programs. Ms. Santos graduated from Wheeling Jesuit University in 1997 with BS degree in Mathematics. From 1997-2006, she worked for the Air Force on major weapons systems, such as the F-22, AMRAAM, and Anti-Temper programs.

Pieter-Henk Schroor is Defense Cooperation Attache, Embassy of the Kingdom of the Netherlands. Prior to this he was Strategic Policy Advisor to the political leadership of the Netherlands Ministry of Defense, (MoD) on defense acquisition and military procurement. From 2013 - 2017, Mr. Schroor was Deputy Permanent Representative of the Kingdom of the Netherlands to the United Nations Organizations in Vienna (mainly IAEA, CTBTO and UNODC). From 2008 – 2013, he was Head, International Policy Affairs and senior policy advisor to the Minister of Defense, Netherlands MoD. Mr. Schroor holds a Bachelor's Degree Public Law and Political Science (1982-1985), and Master's Degree Political Science, International Relations, (1985-1987), Leiden University.

Kelli L. Seybolt, a member of the Senior Executive Service, is the Deputy Under Secretary of the Air Force, International Affairs, Arlington, Virginia. She provides oversight and guidance for international policy and programs supporting national security objectives through politico-military affairs; security assistance programs; technology and information disclosure; education and training and cooperative research and development. She oversees more than 470 cooperative agreements valued at over \$56 billion, over 380 military exchange personnel across three programs and more than 2,800 foreign military sales cases valued at over \$162 billion. Prior to her current assignment, Ms. Seybolt was the Director of International Affairs and Foreign Policy Advisor for the U.S. Coast Guard. Ms. Seybolt's education includes 1990 Bachelor of Arts, Political Science, California Polytechnic, San Luis Obispo, 1992 Master of Arts, Public Administration, California State University Stanislaus, Turlock, 2008 Air Force Fellows Program, RAND Corporation, Santa Monica, Calif.

Gary Stanley is the President of Global Legal Services, PC, a Washington, DC based law firm focusing on trade compliance and other international business issues. Mr. Stanley represents, among others, numerous U.S., Canadian, and European companies on defense export control issues. He has provided training on U.S. export and re-export controls to Russian Government export control officials and various agencies of the Government of Canada. Besides representing private companies, Mr. Stanley has also served as a consultant to the U.S. Government and industry groups. He received his undergraduate degree from Emory University in 1975 and his law degree from Harvard Law School in 1978.

Morten Tiller assumed the role of National Armaments Director in 2010. As National Armaments Director, he coordinates the Ministry's materiel procurement activities and represents Norway in various international fora, such as Conference of National Armaments Directors (CNAD) in Nato, the European Defence Agency (EDA) under the auspices of the European Union and the annual F-35 Joint Strike Fighter CEO conferences in the US. He also serves as the key liaison with Norwegian and international defence and aerospace industry on matters related to the Armed Forces' materiel requirements, and advocates defence industrial issues of national importance. Prior to his current position at the MoD, Mr. Tiller also served as Deputy Secretary General from 2002-2017. In his capacity as Deputy Secretary General, he supported the overall running and coordination of the Ministry of Defence (MoD) as well as serving as advisor to the Minister of Defence. Mr. Tiller graduated from the University of Oslo in 1983 with a degree in political science.

Major General Kathryn Toohey joined the Australian Army in 1987, graduating from the Royal Military College – Duntroon in 1990. Major General Toohey was assigned to the Royal Australian Signals Corps and commenced her military career as a troop commander with the 2nd Signals Regiment. Her other appointments have included a posting as an instructor at the Royal Military College – Army as the Aide-de-Camp to the Governor-General of Australia. In 2009, she served as the European Liaison Officer for CDG, representing the ADF at various multinational, NATO and European Union fora. In 2017, Major General Toohey was appointed the Head of Army's Land Capability division, and in June 2019 Major General Toohey was appointed Head Force Integration, within the Vice Chief of Defence Force Executive. Major General Toohey holds an Executive Masters in Business Management, a Masters of Management in Defence Studies; a Graduate Diploma in Information Technology and a Bachelor of Electrical Engineering (Hons). She is also a graduate of the Australian Joint Command and Staff College.

Michael J. Vaccaro is the Director for International Armaments Cooperation (IAC) in the Office of the Under Secretary of Defense for Acquisition and Sustainment (A&S). IAC supports the Under Secretary of Defense (A&S), the Senior Advisor, International Cooperation, and other A&S Principals in managing the Department of Defense's cooperative relationships with foreign countries. Mr. Vaccaro previously served as the Director of the Office of Strategic Industries and Economic Security in the Department of Commerce's Bureau of Industry and Security (BIS) from 2013-2019. In this position, Mr. Vaccaro was responsible for implementing BIS's defense trade, industrial base, and foreign investment programs. Mr. Vaccaro holds undergraduate and graduate degrees from Georgetown University's School of Foreign Service and National Security Studies Program. Mr. Vaccaro is also a distinguished graduate of the National Defense University's Industrial College of the Armed Forces.

David Whiteree is Chairman of IDEEA, Inc., a Virginia company founded in 1985. He is Chief Executive and Founder of the ComDef series of exhibitions and symposia. IDEEA, Inc. is a full service international business development and marketing company established in Washington DC. Mr. Whiteree is founder/publisher of "Common Defense Quarterly".

Quentin Whiteree is President and Chief Operating Officer of IDEEA, Inc. Prior to this, he was Vice President of the company, responsible for business focus, with an emphasis on emerging information and computer technologies. He joined IDEEA, Inc. in 1987 and has held a series of appointments within the company. Mr. Whiteree is Managing Editor of Common Defense Quarterly, an international defense cooperation publication. He holds a joint BA honors degree in marketing from Strathclyde University, Scotland and is a past President of its Wine Appreciation Society. Mr. Whiteree is Vice Chair/ Secretary of the Royal Aeronautical Society, Washington, DC Branch. and a member of the Defense, Air Transportation and Security (DATS) committee, British American Business Association.



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