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# REAGAN NATIONAL DEFENSE FORUM

## PEACE THROUGH STRENGTH: NATIONAL DEFENSE AND THE NEW ADMINISTRATION

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DECEMBER 2-3, 2016  
RONALD REAGAN PRESIDENTIAL LIBRARY



SIMI VALLEY, CALIFORNIA

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**“We have been trusted with freedom  
and must ensure it for our children  
and for their children.”**

*Ronald Reagan*



**Bicentennial Observance of the Battle of Yorktown in Virginia, 1981**



On behalf of the Ronald Reagan Presidential Foundation and Institute, I want to welcome you to the Ronald Reagan Presidential Library and the 2016 Reagan National Defense Forum: *Peace Through Strength: National Defense and the New Administration*.

At the dedication of the Reagan Library in 2004, President Reagan defined its purpose by describing it as a living institution where scholars interpret the past and policy makers debate the future. To fulfill the 40th President's vision, we are bringing together leaders to address the challenges facing our national defense in order to develop policies to strengthen our military.

As the United States transitions into a new administration amid complex threats to our national security and a tenuous global economic future, leaders must collaborate to develop solutions. RNDF provides the forum for such distinguished leaders from the defense community to mobilize their collective expertise as to how best to deal with these challenges.

In addition, it is with deep respect that we present the Ronald Reagan Peace Through Strength Award to Defense Secretary Ash Carter and former Vice President Dick Cheney. Their leadership in support of our nation's armed forces, here and abroad, elevated by their staunch voices in defense of freedom, have greatly contributed to the security of the American people and to the advancement of global democracy.

Although President Reagan left the Oval Office 27 years ago, we learned that Peace Through Strength works. That if we're to continue to "advance world peace and human freedom, America must remain strong."

We're proud to continue his legacy through the Reagan National Defense Forum.

Sincerely,

A handwritten signature in cursive script that reads "Fred. Ryan".

Frederick J. Ryan, Jr.  
Chairman

# MISSION STATEMENT



## REAGAN NATIONAL DEFENSE FORUM

PEACE THROUGH STRENGTH: NATIONAL DEFENSE AND THE NEW ADMINISTRATION

DECEMBER 2-3, 2016

The Reagan National Defense Forum (RNDF) brings together leaders from both sides of the political spectrum and key stakeholders in the defense community, including: Members of Congress, civilian officials, military leaders from the Defense Department, industry and administration officials. Their mission is to address the health of our national defense and stimulate discussions that promote policies to strengthen the U.S. military.

In an era of economic uncertainty where the threats to our national security are increasing in number and complexity, RNDF allows senior leaders from the defense community to come together with viewpoints on how best to deal with these challenges.

Though President Reagan left office many years ago, the United States military continues to benefit from his commitment and vision for a strong defense. Recognizing that today's decisions will affect our military capabilities for years to come, RNDF charges leaders from current and past Administrations and Congress to look beyond the immediate issues facing our armed forces and explore how we can build peace through strength for the future.

### Honorary Steering Committee

Congressman Mac Thornberry  
*Honorary Chairman*

The Honorable Robert Gates

The Honorable Chuck Hagel

The Honorable Duncan L. Hunter

Senator James M. Inhofe

The Honorable Ann McLaughlin Korologos  
*Reagan Foundation and Institute Trustee*

Senator John McCain

The Honorable Howard P. "Buck" McKeon

The Honorable Sam Nunn

The Honorable Leon Panetta

Senator Jack Reed

The Honorable George Shultz  
*Reagan Foundation and Institute Trustee*

Congressman Adam Smith

The Honorable John Warner

The Honorable Pete Wilson  
*Reagan Foundation and Institute Trustee*

### RNDF Executive Committee

John Heubusch

Shahla Seaborn

Bob Cochran

Roger Zakheim



# RNDF AGENDA

Subject to change



## REAGAN NATIONAL DEFENSE FORUM

PEACE THROUGH STRENGTH: NATIONAL DEFENSE AND THE NEW ADMINISTRATION

### SATURDAY, DECEMBER 3

7:30 AM – 8:45 AM

AIR FORCE ONE PAVILION  
FIRST LEVEL

#### BREAKFAST & PANEL 1

##### A VIEW OF U.S. NATIONAL DEFENSE FROM FRIENDS AND ALLIES

###### Panelists:

- Hon. Dr. Ng Eng Hen, Minister of Defence of Singapore
- H.E. Ine Eriksen Søreide, Minister of Defence of Norway
- The Rt. Hon. Sir Michael Fallon, United Kingdom Secretary of State for Defence
- Senator Lindsey Graham, United States Senate (South Carolina)
- Congressman Mike Turner, U.S. House of Representatives (Ohio);  
Chairman, NATO Parliamentary Assembly

**Moderator:** Mr. Gordon Lubold, *The Wall Street Journal*

9:00 AM – 10:15 AM

ANNENBERG PRESIDENTIAL  
LEARNING CENTER

#### PANEL 2

##### 75 YEARS AFTER PEARL HARBOR – LESSONS LEARNED FOR THE NEXT GREATEST GENERATION FROM THE GREATEST GENERATION

###### Panelists:

- Congresswoman Susan Davis, U.S. House of Representatives (California)
- Lt. Col. Robert J. Friend (Ret., U.S. Army), Tuskegee Airman
- Hon. Deborah Lee James, Secretary of the Air Force
- General Robert B. Neller, Commandant of the U.S. Marine Corps

**Moderator:** Mr. Phil Stewart, *Thomson Reuters*

9:00 AM – 10:15 AM

AIR FORCE ONE PAVILION  
SECOND LEVEL

#### PANEL 3

##### NON-PROLIFERATION AND STRATEGIC DETERRENCE: ASSESSING THE ROLE OF THE TRIAD IN U.S. NATIONAL DEFENSE

###### Panelists:

- General David L. Goldfein, Chief of Staff of the U.S. Air Force
- Hon. Jon Kyl, Former Senator (Arizona); Senior Counsel, Covington
- Congressman Mike Rogers, U.S. House of Representatives (Alabama)
- Senator Dan Sullivan, U.S. Senate (Alaska)
- Hon. Ellen Tauscher, Former Congresswoman (California);  
Chair, CA Governor's Military Council

**Moderator:** Mr. Josh Rogin, *The Washington Post / CNN*

10:45 AM – 12:00 PM

ANNENBERG PRESIDENTIAL  
LEARNING CENTER

#### PANEL 4

##### DEBATE: DOD NEEDS TO REFORM INSTEAD OF REBUILD

- Dr. Kathleen Hicks, Former Principal Deputy Under Secretary of Defense for Policy;  
Senior Vice President, CSIS
- Hon. Frank Kendall, Under Secretary of Defense (AT&L)
- Congressman Seth Moulton, U.S. House of Representatives (Massachusetts)
- Major General Arnold Punaro (Ret., U.S. Marine Corps), CEO, The Punaro Group
- Hon. Jim Talent, Former Senator (Missouri); Partner, Banner Public Affairs
- Hon. Dov Zakheim, Former Under Secretary of Defense (Comptroller/CFO)

**Moderator:** Mr. Vago Muradian, *Defense and Aerospace Report*

# RNDF AGENDA

Continued

10:45 AM – 12:00 PM

AIR FORCE ONE PAVILION  
SECOND LEVEL

## PANEL 5

### INNOVATION AND TECHNOLOGY IN COUNTERING CYBER ATTACKS

#### Panelists:

- Ms. Leanne Caret, Executive Vice President, The Boeing Company; President and CEO, Defense, Space & Security
- Dr. Thomas Kennedy, Chairman and CEO, Raytheon
- Hon. Marcel Lettre, Under Secretary of Defense for Intelligence
- Mr. Raj Shah, Managing Director, Defense Innovation Unit Experimental (DIUx)

**Moderator:** Ms. Jill Aitoro, *Defense News*

12:30 PM – 1:30 PM

AIR FORCE ONE PAVILION  
FIRST LEVEL

## KEYNOTE LUNCHEON WITH CHAIRMAN JOSEPH F. DUNFORD, JR., CHAIRMAN OF THE JOINT CHIEFS OF STAFF

**Moderator:** Hon. Pete Wilson, Former California Governor; Reagan Foundation Trustee

1:45 PM – 3:00 PM

ANNENBERG PRESIDENTIAL  
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## PANEL 6

### RESTORING DETERRENCE IN AN ERA OF REVANCHIST POWERS

#### Panelists:

- Mr. Jerry DeMuro, President and CEO, BAE Systems
- Admiral Harry B. Harris, Jr., Commander, U.S. Pacific Command
- General Mark A. Milley, Chief of Staff of the U.S. Army
- Mr. Michael T. Strianese, Chairman and CEO, L-3
- Hon. Robert O. Work, Deputy Secretary of Defense

**Moderator:** Mr. David Feith, *The Wall Street Journal*

1:45 PM – 3:00 PM

AIR FORCE ONE PAVILION  
SECOND LEVEL

## PANEL 7

### PASSING THE BATON: PRIORITIZING NATIONAL DEFENSE IN THE NEXT ADMINISTRATION DURING THE TRANSITION

#### Panelist:

- Hon. Eric Edelman, Former Under Secretary of Defense (Policy); Former Ambassador to Turkey and Finland
- Hon. Eric Fanning, Secretary of the Army
- Ms. Marillyn Hewson, Chairman, President and CEO, Lockheed Martin
- Senator Jerry Moran, U.S. Senate (Kansas)
- Admiral John M. Richardson, Chief of Naval Operations

**Moderator:** Ms. Barbara Starr, *CNN*

3:30 PM – 4:45 PM

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## PANEL 8

### FORMER SECRETARIES OF DEFENSE ASSESS THE STATE OF OUR NATIONAL DEFENSE: WHERE WE ARE AND WHERE DO WE NEED TO GO?

#### Panelists:

- Hon. Richard B. Cheney, Former Secretary of Defense; 46th Vice President of the United States
- Hon. Leon E. Panetta, Former CIA Director; Former Secretary of Defense

**Moderator:** Ms. Barbara Starr, *CNN*

5:00 PM – 5:45 PM

ANNENBERG PRESIDENTIAL  
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## CLOSING SESSION WITH THE HONORABLE ASH CARTER, SECRETARY OF DEFENSE

# KEYNOTE LUNCHEON



## GENERAL JOSEPH F. DUNFORD, JR.

Chairman of the Joint Chiefs of Staff



General Joseph F. Dunford, Jr. is the 19th Chairman of the Joint Chiefs of Staff, the nation's highest-ranking military officer, and the principal military advisor to the President, Secretary of Defense, and National Security Council.

Prior to becoming Chairman on October 1, 2015, General Dunford served as the 36th Commandant of the Marine Corps. He previously served as the Assistant Commandant of the Marine Corps from 2010 to 2012 and was Commander, International Security Assistance Force and United States Forces-Afghanistan from February 2013 to August 2014.

A native of Boston, Massachusetts, General Dunford graduated from Saint Michael's College and was commissioned in 1977. He has served as an infantry officer at all levels, to include command of 2nd Battalion, 6th Marines, and command of the 5th Marine Regiment during Operation IRAQI FREEDOM.

General Dunford also served as the Assistant Division Commander of the 1st Marine Division, Marine Corps Director of Operations, and Marine Corps Deputy Commandant for Plans, Policies and Operations. He commanded I Marine Expeditionary Force and served as the Commander, Marine Forces U.S. Central Command.

His Joint assignments include duty as the Executive Assistant to the Vice Chairman of the Joint Chiefs of Staff, Chief of the Global and Multilateral Affairs Division (J-5), and Vice Director for Operations on the Joint Staff (J-3).

A graduate of the U.S. Army Ranger School, Marine Corps Amphibious Warfare School, and the U.S. Army War College, General Dunford also earned Master's Degrees in Government from Georgetown University and in International Relations from the Fletcher School of Law and Diplomacy.

# LUNCHEON PROGRAM

## WELCOME

### AMBASSADOR ROBERT H. TUTTLE

Former U.S. Ambassador to the Court of St. James's  
Ronald Reagan Presidential Foundation and Institute Board of Trustees

## PRESENTATION OF COLORS

The 1st Marine Division Color Guard  
Marine Corps Base Camp Pendleton

## NATIONAL ANTHEM

The Company Men

## LUNCHEON MENU

### FIRST COURSE

#### HARVEST SALAD

Field greens with diced pears, smoked gouda, candied pecans,  
blackberries and a sherry wine vinaigrette

### ENTRÉE

#### CALIFORNIA NAPA VALLEY CHICKEN

Marinated chicken breast with a Zinfandel wine and black fig sauce

#### ROASTED POTATOES

with fresh rosemary

#### HARICOT VERTS AND YAM SOUFFLE

### DESSERT

#### CHOCOLATE HAZELNUT TORTE

with nougat, pralines and whipped cream

## REMARKS

### AMBASSADOR ROBERT H. TUTTLE

Former U.S. Ambassador to the Court of St. James's  
Ronald Reagan Presidential Foundation and Institute Board of Trustees

### GENERAL JOSEPH F. DUNFORD, JR.

Chairman of the Joint Chiefs of Staff

## MODERATOR

### THE HONORABLE PETE WILSON

Former U.S. Senator; Former California Governor;  
Ronald Reagan Presidential Foundation and Institute Board of Trustees

# CLOSING SESSION



## THE HONORABLE ASH CARTER

Secretary of Defense, U.S. Department of Defense



Ash Carter is the 25th Secretary of Defense.

Secretary Carter has spent more than three decades leveraging his knowledge of science and technology, global strategy and policy, as well as his deep dedication to the men and women of the Department of Defense to make our nation and the world a safer place. He has done so in direct and indirect service of eleven Secretaries of Defense in both Democratic and Republican Administrations. Whether in government, academia, or the private sector, Secretary Carter has been guided by pragmatism and his belief in the boundless opportunities of the United States and has worked tirelessly to contribute to the ideas, policies, and innovations that assure our global leadership.

Secretary Carter was Deputy Secretary of Defense from 2011 to 2013, serving as DoD's Chief Operating Officer, overseeing the department's annual budget and its over three million civilian and military personnel, steering strategy and budget through the turmoil of sequester and ensuring the future of the force and institutional best practices. From 2009 to 2011, he was Under Secretary of Defense for Acquisition, Technology and Logistics (ATL) with responsibility for DoD's procurement reform and innovation agenda and successful completion of key procurements like the KC-46 tanker. In this capacity, Secretary Carter also led the development and production of thousands of mine-resistant ambush protected (MRAP) vehicles and other rapid acquisitions that saved countless service members' lives. Determined to get the most for both the warfighters and the taxpayer, Secretary Carter instituted "Better Buying Power" for the first time guiding the department acquisition workforce to smarter and leaner purchasing. And from 1993-1996, he served as Assistant Secretary of Defense for International Security Policy, where he was responsible for – among other issues – strategic affairs, nuclear weapons policy, and the Nunn-Lugar program that removed nuclear weapons from Ukraine, Kazakhstan, and Belarus. Secretary Carter also served on the Defense Policy Board, the Defense Science Board, and the Secretary of State's International Security Advisory Board.

Outside of his government service, Secretary Carter was most recently a Distinguished Visiting Fellow at Stanford University's Hoover Institution and a lecturer at Stanford's Freeman Spogli Institute for International Studies. He also was a Senior Executive at the Markle Foundation, helping its Economic Future Initiative advance technology strategies to enable Americans to flourish in a networked global economy. Previously Secretary Carter served as a Senior Partner of Global Technology Partners focused on advising major investment firms in technology, and an advisor on global affairs to Goldman Sachs. At Harvard's Kennedy School, he was Professor of Science and International Affairs and Chair of the International & Global Affairs faculty. He served on the boards of the MITRE Corporation, Mitretek Systems, and Lincoln Laboratories at the Massachusetts Institute of Technology (M.I.T.) and as a member of the Draper Laboratory Corporation. He was elected a Fellow of the American Academy of Arts and Sciences and is a member of the Council on Foreign Relations and the Aspen Strategy Group.

Secretary Carter earned his bachelor's degrees in physics and in medieval history, Summa Cum Laude, at Yale University, where he was also awarded Phi Beta Kappa; and he received his doctorate in theoretical physics from Oxford University, where he was a Rhodes Scholar. He was a physics instructor at Oxford, a postdoctoral fellow at Rockefeller University and M.I.T., and an experimental research associate at Brookhaven and Fermilab National Laboratories.

For his government service, Secretary Carter has been awarded the Department of Defense Distinguished Service Medal, DoD's highest, on five separate occasions. He received the Defense Intelligence Medal for his contributions to intelligence and the Joint Distinguished Service Medal from the Chairman and Joint Chiefs of Staff.

Secretary Carter is author or co-author of 11 books and more than 100 articles on physics, technology, national security, and management.

A native of Philadelphia, he is married to Stephanie Carter and has two grown children.



**“If we just stick together,  
and remain true to our ideals,  
we can be sure that America’s  
greatest days lie ahead.”**

*Ronald Reagan*



Message on the Observance of Independence Day, 1981



**Ms. Jill Aitoro**

Editor, *Defense News*

Jill Aitoro is executive editor of Sightline Media's Business to Government Group, guiding strategic direction for Federal Times, C4ISRNET and Defense News, and managing day-to-day operations for Defense News. She brings more than 15 years' experience reporting and editing on defense and civilian government IT, programs, policy and procurement, interviewing many top defense officials from around the globe and CEOs from Fortune 500 companies in the process. Prior to joining Sightline Media, she worked for Washington Business Journal, leading all defense and federal contracting and policy coverage. Before that she was a senior reporter for Government Executive, focusing on cybersecurity and DHS, among other roles. In addition to currently anchoring the Defense News television broadcast, she's been a regular commentator on News Channel 8's Capital Insider and ABC7's Washington Business Report and Government Matters; served as a guest reporter on C-SPAN's weekly series, "The Communicators," and appeared on CNBC's Power Lunch and Markets Now on Fox Business. She's received multiple awards for her government reporting and multimedia editorial projects, including coverage of the Navy's Littoral Combat Ship program and sequestration. She was also a finalist for a Jesse H. Neal Award for an exposé about the selling of gray market technology from China to the Defense Department.



**Ms. Leanne Caret**

Executive Vice President, The Boeing Company; President and CEO, Defense, Space & Security

Leanne Caret is Executive Vice President of The Boeing Company and President and Chief Executive Officer of Defense, Space & Security (BDS). She is a member of Boeing's Executive Council.

Named BDS President and CEO in February 2016, Caret leads the \$30 billion business that provides integrated solutions to meet the needs of defense, government, space, intelligence, and security customers in the United States and around the world. BDS has concentrated operations at its St. Louis headquarters and multiple sites across the US. Top locations outside the US include Australia, the United Kingdom and Saudi Arabia.

Previously, Caret was President of Boeing's Global Services & Support, the US Department of Defense's largest performance-based logistics contractor, and an industry leader in providing sustainment solutions for Boeing and select non-Boeing platforms. Before that she was Chief Financial Officer and Vice President, Finance, for BDS. Earlier she was Vice President and General Manager, Vertical Lift, where she was responsible for business growth and program execution for a portfolio of cargo, tiltrotor and attack rotorcraft. Caret joined the company in 1988 and has held various program management positions in the defense business.

Caret holds a Bachelor of Science degree in Business Administration from Kansas State University and a Master of Business Administration degree from Wichita State University. She also earned certifications from Harvard University in the Program for Leadership Development and the International Security Defense Program, and completed the Integral Leadership Program at the University of Notre Dame.

Caret is a member of the St. Louis University Board of Trustees. She also serves on the Council of Trustees for the Association of the United States Army, the Board of Directors for the Center for a New American Security (CNAS), an organization focused on developing national security and defense policies, and the Board of Directors for the Business-Higher Education Forum, a group of leaders dedicated to creating a highly skilled future workforce.



**The Honorable Richard B. Cheney**

46th Vice President of the United States

Across four decades of public life, Dick Cheney has served at the highest levels of government during some of the critical days in modern American history.

In the post-Watergate administration of Gerald Ford, the president turned to 34-year-old Dick Cheney to lead the White House staff in the work of restoring the nation's confidence and waging the president's 1976 campaign.

After leaving the White House, Cheney returned to his home state of Wyoming, where was elected in 1978 as the state's sole member of Congress. Re-elected to the office five times, Cheney served in several leadership positions and was chosen by his colleagues as deputy majority leader of the House of Representatives.

Early in Cheney's sixth term, in 1989, he was nominated by President George Bush to serve as Secretary of Defense, and was confirmed unanimously by the United States Senate. In his four years at the Pentagon, Cheney helped to lead American forces to victory in Operation Just Cause in Panama, Operations Desert Shield and Desert Storm in the Persian Gulf. In 1991, he was awarded the Presidential Medal of Freedom.

Through most of the 1990's, Cheney worked in the private sector as chief executive officer of the Halliburton Company in Dallas, Texas. When Texas Governor George W. Bush secured the Republican nomination for the presidency in 2000, he asked Cheney to lead the search for a vice presidential running mate. In time, Governor Bush asked Cheney himself to join the ticket, and after a dramatic and suspenseful campaign and election, President Bush and Vice President Cheney were inaugurated for the first of two terms on January 20, 2001.

In the eight eventful years of the Bush presidency, the vice president was best known for his involvement in national security matters following the terrorist attacks of September 11, 2001. As difficult decisions multiplied, and American forces battled in Afghanistan and Iraq, the president and vice president held firm to a strategy of keeping America safe by taking the fight to the enemy. They spoke with confidence that America's ideals of justice and liberty could overcome the ideologies of violence and domination, and that America's own security would be strengthened by the spread of freedom.

President Bush and Vice President Cheney left office in January 2009, after conducting one of the smoothest transitions of executive power in memory. Their successors inherited responsibility for critical missions not yet completed, and stewardship of a nation that for more than seven years had been kept safe from further attack.

Vice President Cheney was born on January 30, 1941, in Lincoln, Nebraska. He and his wife, Lynne V. Cheney, have two daughters and seven grandchildren. The Cheneys live in Northern Virginia and in Wyoming.



**Congresswoman Susan Davis**

United States House of Representatives (California)

Proudly represents California's 53rd Congressional District in the U.S. House of Representatives. Her interest in public affairs and service grew out of her experiences as a social worker, parent, youth mentor, and military spouse. Through these life experiences, Susan developed an understanding of and deep commitment to improving her community and country.

Susan attended public school in northern California. She graduated from the University of California at Berkeley with a degree in sociology. After college she worked with at-risk youths in Israel and also lived on a kibbutz. Susan returned to the United States and she earned her master's degree in social work at the University of North Carolina. When her husband Steve was stationed in Japan for his military service, Susan and their sons, Jeff and Ben, joined him. The Davis family later settled in mid-city San Diego in 1972 and Susan and Steve have lived in the same house ever since. Today, Susan and Steve are the proud grandparents of Henry, Jane and Theo.

Prior to Congress, Susan served in the California State Assembly (1994-2000). She served three terms and focused on what would become her signature issues – education, health care, and consumer protection. She chaired the Committee on Consumer Protection, Government Efficiency, and Economic Development. In the House, as she has throughout her public service, Susan has approached legislating as a bipartisan consensus builder achieving legislative successes in education, military families and veterans support and health care.

National Defense and Military Families - Representing San Diego, with its large military presence, Susan has been a strong advocate for military families. She also draws on her experience living overseas as her husband served in Japan in the Air Force during the final years of the Vietnam War. As the past Chairwoman of the House Armed Services Subcommittee on Military Personnel, and currently Ranking Member, she has been at the forefront on issues that directly impact service members and their families, such as increases in pay and benefits, improved housing and a health care system worthy of their service and sacrifice.

When Susan learned from a constituent that some service members are blocked from having the Supreme Court review their legal cases within the military justice system, she introduced legislation to correct this injustice. The Equal Justice for Our Military Act will give all service members access to the Supreme Court. Our nation's men and women in uniform should not be denied access to the very judicial system they fight to protect. In 2010, National Military Family Association recognized Susan for her work with military families and military spouses.

Veterans - Susan's father served as a medic in World War II. In addition to these experiences and San Diego's large veteran population, Susan is keenly aware of the needs and concerns of our nation's veterans. She had the honor to serve on the House Committee on Veterans Affairs for three years. She still influences veterans policy on the all the committees she serves. She wrote the laws that increased home loan limit guarantees for veterans, included veterans from the wars in Iraq and Afghanistan in the Cal-Vet home loan program, and expanded education benefits. She has also been a consistent supporter for increasing health care funding and overall benefits for veterans.

In Congress, Susan is a leader an the effort to include billions of dollars of new funding for the National Institutes of Health (NIH) to promote research, innovation and discovery to find new ways to fight and cure diseases such as AIDS and cancer.



**Mr. Gerard "Jerry" DeMuro**

President and CEO, BAE Systems Inc.

Gerard J. "Jerry" DeMuro is president and CEO of BAE Systems, Inc., a U.S.-based, international defense, aerospace, and security company that employs approximately 32,300 employees and generated sales of \$10.4 billion in 2015. In addition, DeMuro is an executive director on the BAE Systems PLC board of directors, a member of the company's executive committee, and an executive director on the BAE Systems, Inc. board of directors.

Throughout his 36-year career, DeMuro has directed the transformation of complex global organizations responsible for fulfilling critical and challenging missions worldwide in the national security, technology, and aerospace industry.

Before joining BAE Systems in early 2014, DeMuro served as executive vice president and corporate vice president of the more than \$10 billion, 44,000-employee Information Systems and Technology group at General Dynamics, leading a diverse portfolio focused on secure mobile communication systems, information technology solutions, cyber security, health care and mission support services, as well as intelligence, surveillance and reconnaissance systems.

DeMuro joined General Dynamics when GTE Government Systems was acquired in 1999. Prior to the acquisition, DeMuro spent 13 years with GTE in a number of senior leadership roles. Earlier in his career, he spent nearly a decade as an acquisition official at the U.S. Department of Defense.

DeMuro has been actively involved with a number of associations and nonprofit organizations, including the Association of the United States Army, the MILCOM Conference Board, and AFCEA International, where he served on the board of directors as an Executive Committee member and as chair of the Audit Committee. He has also served on the boards of the National Science Center and the Boys and Girls Club of Taunton, Massachusetts.

A native of Philadelphia, DeMuro earned a bachelor's degree from the University of Pittsburgh in 1977 and an MBA from Fairleigh Dickinson University in 1986.



### **The Honorable Eric Edelman**

Former Under Secretary of Defense (Policy); Former Ambassador to Turkey and Finland

Ambassador Eric S. Edelman retired as a career minister from the U.S. Foreign Service on May 1, 2009. He is currently Distinguished Fellow at the Center for Strategic and Budgetary Assessments, a Visiting Scholar at the Philip Merrill Center for Strategic Studies at the Johns Hopkins University and a Senior Associate of the International Security Program at the Belfer Center for Science and International Affairs at Harvard University.

Edelman has served in senior positions at the Departments of State and Defense as well as the White House where he led organizations providing analysis, strategy, policy development, security services, trade advocacy, public outreach, citizen services and congressional relations. As the undersecretary of defense for policy (August, 2005-January 2009) he oversaw strategy development as DoD's Senior Policy Official with global responsibility for bilateral defense relations, war plans, special operations forces, homeland defense, missile defense, nuclear weapons and arms control policies, counter-proliferation, counter-narcotics, counter-terrorism, arms sales, and defense trade controls.

He served as U.S. Ambassador to the Republics of Finland and Turkey in the Clinton and Bush Administrations and was Principal Deputy Assistant to the Vice President for National Security Affairs. In other assignments, he has been Chief of Staff to Deputy Secretary of State Strobe Talbott, Special Assistant to Undersecretary of State for Political Affairs Robert Kimmitt and Special Assistant to Secretary of State George Shultz. His other assignments include the State Department Operations Center, Prague, Moscow, and Tel Aviv, where he was a member of the U.S. Middle East delegation to the West Bank/Gaza autonomy talks.

He has been awarded the Department of Defense Medal for Distinguished Public Service, the Presidential Distinguished Service Award, and several Department of State Superior Honor Awards. In January 2011 he was awarded the Legion d'Honneur by the French Government.

He received a bachelor's degree in history and government from Cornell University and a doctorate in U.S. diplomatic history from Yale University.



### **H.E. Ine Marie Eriksen Søreide**

Minister of Defence, Norway

Ine Marie Eriksen Søreide is a Norwegian politician and was elected as a Member of the Storting for Oslo County in 2005. After the parliamentary elections in September 2013, she became Minister of Defense.

From 2009 to 2013, she served as Chairperson of the Standing Committee on Foreign Affairs and Defences, as well as of the Enlarged Foreign Affairs Committee. At the same time, she was Head of the Delegation for Relations with the European Parliament, and Head of the European Consultative Committee.

Ine Marie Eriksen Søreide has served as a Member of the Conservative Party Central Executive Committee since 2000. Previous political appointments include Chair, Young Conservatives in Norway (2000-2004); First Vice Chair, Young Conservatives in Norway (1998-2000); Member, Central Executive Committee of the Young Conservatives in Norway (1996-1998); and First Vice Chair, Troms Young Conservatives (1995-1996).



### **The Right Honorable Sir Michael Fallon MP**

Secretary of State for Defence, United Kingdom

Michael Fallon was appointed Secretary of State for Defence in July 2014.

Prior to that he was Minister for Business and Energy, a joint post based at both the Department of Energy and Climate Change and the Department for Business, Innovation and Skills. Between January 2014 and

July 2014, he was also Minister for Responsibility for Portsmouth.

Michael has been MP for Sevenoaks, Kent, since 1997. Previously, he was MP for Darlington from 1983 to 1992. He was a Minister in the Department for Education and Science in 1990. He has also held positions on the Treasury Select Committee and as Deputy Chairman of the Conservative Party.

Michael is a former Director of Quality Care Homes PLC (nursing homes), Just Learning LTD (nurseries), Attendo AB (Scandinavian social and health care) and Tullett Prebon PLC (inter-dealing broking).

Born in Scotland and married with two children, Michael was educated at Epsom College and St. Andrews University.



**Mr. Eric Fanning**

Secretary of the Army

Mr. Eric K. Fanning was appointed 22nd Secretary of the Army by President Obama on May 18, 2016.

As Secretary of the Army, he has statutory responsibility for all matters relating to the United States Army: manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications, and financial management.

Prior this appointment, President Obama designated Mr. Fanning as Acting Secretary of the Army, where he served from November 3, 2015 – January 11, 2016, and before that was designated Acting Under Secretary of the Army and Chief Management Officer on June 30, 2015. He served as the Secretary of the Army's senior civilian assistant and principal adviser on matters related to the management and operation of the Army, including development and integration of the Army Program and Budget. As Chief Management Officer (CMO) of the Army, he advised the Secretary on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army.

Mr. Fanning previously served as the Chief of Staff to the Secretary of Defense. He helped manage Secretary of Defense Carter's transition, built his leadership team, and oversaw the day-to-day staff activities of the Office of the Secretary of Defense.

From April, 2013 until February, 2015, he served as the 24th Under Secretary of the Air Force. As Under Secretary and Chief Management Officer of the Air Force, he oversaw an annual budget of more than \$110 billion by serving as co-chair of the top Air Force corporate decision making body, the Air Force Council, and also led the Air Force Space Board, the Air Force Energy Council, the Force Management and Development Council, and numerous other Air Force decision-making bodies.

From June, 2013 through December, 2013 Mr. Fanning served as Acting Secretary of the Air Force.

From 2009 to 2013, he served as the Deputy Under Secretary of the Navy/Deputy Chief Management Officer. In this role, he led the department's business transformation and governance processes and coordinated several efforts to identify enterprise-wide efficiencies.

From 2008 to 2009, Mr. Fanning was Deputy Director of the Commission on the Prevention of Weapons of Mass Destruction Proliferation and Terrorism, which issued its report in December of 2008. He joined the commission staff from CMG, a strategic communications firm, where he was managing director. From 2001 to 2006, Mr. Fanning was Senior Vice President for Strategic Development at Business Executives for National Security, a Washington, DC- based think tank, where he was in charge of international programs and all regional office operations in six cities across the country. He traveled to more than 30 countries, mostly in Africa, the Middle East and Europe, including multiple trips to Iraq and Afghanistan.

Prior to joining BENS, Mr. Fanning was at Robinson, Lerer & Montgomery, another strategic communications firm. From 1997 to 1998, he worked on the national and foreign assignment desks at CBS National News in New York. From 1991 to 1996, he worked in various political positions in Washington, D.C.: he was a research assistant with the House Armed Services Committee, a special assistant in the Immediate Office of the Secretary of Defense, and Associate Director of Political Affairs at the White House.

Mr. Fanning is a graduate of Dartmouth College.



**Mr. David Feith**

Editorial Page Writer, *The Wall Street Journal Asia*

David Feith is an Editorial Page Writer for The Wall Street Journal Asia in Hong Kong. He was previously Assistant Editorial Features Editor and a Robert L. Bartley Fellow at The Journal in New York. He has also been an assistant editor at Foreign Affairs magazine.

Mr. Feith is Chairman of CitizenshipFirst, a New York-based nonprofit organization he cofounded after publishing "Teaching America: The Case for Civic Education" (Rowman & Littlefield, 2011). He graduated with a degree in history from Columbia University in 2009.



### **Lt. Col. Robert J. Friend**

Retired U.S. Army; Tuskegee Airman

Flying intrigued Lt. Col. Bob Friend from the beginning. As a youngster, he fashioned airplanes from cardboard boxes and transformed his grandmother's overturned chairs into cockpits. When World War I pilots began detailing their experiences in magazines, Friend knew flying in the military was exactly what he wanted to do. Friend was a Tuskegee Airman, one of the first African American pilots to serve in the U.S. military. He was assigned to the 332nd Fighter Group and was stationed in Europe during World War II.

At 92, Friend is sharp, humble, and quick to laugh. In the military, his nickname was "Beaver," as in "Eager Beaver," because he was always trying to do something, he said. And he still is – he's a member of the board of directors for Stanford Mu Company, where he's worked for the past 19 years. "You have to grow tired to retire," he said.

Friend is one of the last surviving members of the distinguished group of pilots whose experiences were recently commemorated in the film "Red Tails," produced by George Lucas and named for their planes' painted red tails. Friend said the movie was successful because it portrayed the experience of the group, rather than the individual, and it took an enormous amount of teamwork to accomplish their objectives, he said.

In college, Friend took regular classes during the day and added six hours of flying curriculum at night. He hadn't flown yet, but he already had hands-on experience repairing Liberty engines used in the military. When Friend enlisted in 1942 after he passed his tests and flight training, the armed forces were still segregated. Non-white pilots were trained in Tuskegee, Ala., he said. "It didn't matter if he was Chinese or whatever else, if he wasn't white, he went to Tuskegee," he said. "All of these people were essentially accepted as being what they were."

When another group of black servicemen was formed, the pool in Tuskegee stayed the same size, so men were recycled and flew more missions, he said. Friend loved flying and opted to stay in the military for the next 30 years, serving in Vietnam. He later headed up the Unidentified Aerial Phenomena Program, which identified cases of Unidentified Flying Objects brought to the attention of the Air Force.

Friend's family is full of Tuskegee Airmen, with one cousin and three friends-turned-brother-in-laws who served alongside him. "The only reason [I have three] is because I ran out of sisters," he laughed. "They came home with me and got attached to my sisters."

After he left the service in 1972, Friend took a job that brought him to Irvine – though he isn't sure who got there first, him or the city, he joked. He raised his family there and has stayed ever since. "I think a lot of people have done things," he said. "They just haven't taken a look at really and truthfully what they've done." Exerpts from "Tuskagee Airman Honored by Irvine Council" the *Orange County Register*, Written by Samantha Schaefer.



### **General David L. Goldfein**

Chief of Staff of the U.S. Air Force

Gen. David L. Goldfein is Chief of Staff of the U.S. Air Force, Washington, DC. As Chief, he serves as the senior uniformed Air Force officer responsible for the organization, training and equipping of 660,000 active-duty, Guard, Reserve and civilian forces serving in the United States and overseas. As a member of the Joint Chiefs of Staff, the general and other service chiefs function as military advisers to the Secretary of Defense, National Security Council and the President.

Prior to assuming his current position, General Goldfein was the Vice Chief of Staff of the U.S. Air Force, where he presided over the Air Staff and served as a member of the Joint Chiefs of Staff Requirements Oversight Council and Deputy Advisory Working Group. Before serving as the Vice Chief, General Goldfein was the Director, Joint Staff, the Pentagon, Washington, DC.

General Goldfein received his commission from the U.S. Air Force Academy in 1983. He is a graduate of the U.S. Air Force Weapons School and is a command pilot with more than 4,200 flying hours in the T-37, T-38, F-16C/D, F-117A, MQ-9 and MC-12W. He has flown combat missions in Operations Desert Shield, Desert Storm, Allied Force and Enduring Freedom.

**EDUCATION:** 1983 Bachelor of Science degree in philosophy, U.S. Air Force Academy, Colorado Springs, Colo., 1986 Squadron Officer School, by correspondence, 1987 Master's degree in business administration, Oklahoma City University, Okla., 1992 Fighter Weapons Instructor Course, Nellis AFB, Nev., 1995 Air Command and Staff College, Maxwell AFB, Ala., 1998 Air War College, by correspondence, 2001 National Defense Fellowship, State Department Senior Seminar, Arlington, Va.

**MAJOR AWARDS AND DECORATIONS:** Defense Distinguished Service Medal with Oak Leaf Cluster, Legion of Merit with two oak leaf clusters, Distinguished Flying Cross with Valor device and Oak Leaf Cluster, Meritorious Service Medal with two Oak Leaf Cluster, Air Medal with silver and bronze Oak Leaf Cluster, Aerial Achievement Medal with Oak Leaf Cluster, Joint Service Commendation Medal, Air Force Commendation Medal with Oak Leaf Cluster, Air Force Achievement Medal.



### **Senator Lindsey Graham**

United States Senate (South Carolina)

Lindsey Graham has earned a reputation as a conservative problem-solver and one of the strongest proponents of a robust national defense.

A frequent visitor to American troops stationed overseas for on-the-ground assessments, Graham has consistently pushed for outcomes in the War on Terror which protect our long-term national security interests. One leading conservative recently wrote that when it comes to defending America, “[Lindsey] Graham has been right about more things on foreign policy for longer than just about anyone if anyone has bragging rights on foreign policy, it is Graham.”

Graham is also a leader in cutting spending, reforming entitlements, and getting government out of the way so businesses can create jobs. One national conservative organization called him a Taxpayer Hero who puts “the interests of the taxpayer ahead of politics by consistently voting to cut wasteful spending, reduce the tax burden, and make government more accountable to taxpayers.”

Graham was elected to the United States Senate in 2002 and was re-elected in 2008 and 2014. He became - and remains today - the top vote-getter in South Carolina history by garnering over one million votes in the 2008 general election.

Prior to serving in the Senate, Graham was elected to the U.S. House of Representatives in 1994 as the first Republican from the Third Congressional District of South Carolina since 1877.

Before being elected to Congress, Graham compiled a distinguished record in the United States Air Force as he logged six-and-a-half years of service on active duty as an Air Force lawyer. From 1984-1988, he was assigned overseas and served at Rhein-Main Air Force Base in Germany. Upon leaving active duty Air Force in 1989, Graham joined the South Carolina Air National Guard where he served until 1995. During the first Gulf War in the early 90’s, Graham was called to active duty and served state-side at McEntire Air National Guard Base as Staff Judge Advocate where he prepared members for deployment to the Gulf region.

In 1995, Graham joined the U.S. Air Force Reserves. During American military operations in Iraq and Afghanistan, Graham put his experience in military law to use pulling numerous short-term Reserve duties in both countries over congressional breaks and holidays.

Graham retired from the Air Force Reserves in June 2015 having served his country in uniform for 33 years. He retired at the rank of Colonel.

A native South Carolinian, Graham grew up in a blue collar family in the small town of Central where his parents ran a restaurant and pool hall. The first member of his family to go to college, Graham earned his undergraduate and law degrees from the University of South Carolina. He lives in Seneca and is a member of Corinth Baptist Church.



### **Admiral Harry G. Harris, Jr.**

U.S. Navy; Commander, U.S. Pacific Command

Admiral Harris was born in Japan and reared in Tennessee and Florida. Following graduation from the U.S. Naval Academy in 1978 and designation as a naval flight officer, he was assigned to VP-44. His subsequent operational tours include tactical action officer aboard USS Saratoga; operations officer in VP-4 at Barbers Point, HI; three tours with Patrol and Reconnaissance Wing 1 at Kami Seya, Japan; Director of Operations for U.S. 5th Fleet at Manama, Bahrain; and Director of Operations for U.S. Southern Command.

Harris commanded VP-46, Patrol and Reconnaissance Wing 1, Joint Task Force-Guantanamo, the U.S. 6th Fleet, Striking and Support Forces NATO, and the U.S. Pacific Fleet.

Harris has served in every geographic combatant command region, and participated in the following major operations: S.S. Achille Lauro terrorist hijacking incident, Attain Document III (Libya, 1986), Earnest Will (Kuwaiti reflagged tanker ops, 1987-88), Desert Shield/Desert Storm, Southern Watch, Enduring Freedom, Iraqi Freedom, Willing Spirit (Colombia hostage rescue, 2006-7), and Odyssey Dawn (Libya, 2011). For Odyssey Dawn, he served as the Joint Force Maritime Component Commander afloat.

Harris’ graduate education focused on East Asia security. He attended Harvard’s Kennedy School of Government, Georgetown’s School of Foreign Service, and Oxford University. He was a MIT Seminar 21 fellow.

Harris’ staff assignments include aide to Commander, U.S. Naval Forces Japan; chief speechwriter for the Chairman of the JCS; and three tours on the Navy Staff, including as an action officer in the Strategic Concepts Branch, director for the current operations and anti-terrorism/force protection division, and Deputy CNO for Communication Networks (OPNAV N6).

In October 2011, he was assigned as the Assistant to the Chairman of the JCS where he served as the Chairman’s direct representative to the Secretary of State and as the U.S. roadmap monitor for the Mid-East Peace Process.

Harris was promoted to Admiral and assumed command of the U.S. Pacific Fleet in October 2013. He was designated as the Theater Joint Force Maritime Component Commander. In May 2015, he assumed command of the U.S. Pacific Command.

Harris has logged 4,400 flight hours, including more than 400 combat hours, in maritime patrol and reconnaissance aircraft. His personal decorations include the Defense Distinguished Service Medal, Distinguished Service Medal (2 awards), Defense

Superior Service Medal (3 awards), Legion of Merit (3 awards), the Bronze Star (2 awards), the Air Medal (1 strike/flight), and the State Department's Distinguished Honor Award. He is a recipient of the Navy League's Stephen Decatur, the CIA's Agency Seal Medal, the Ellis Island Medal of Honor, and APAICS Lifetime Achievement awards. He is the Navy's current "Gray Owl" – the NFO who has held this designation for the longest period.

Bachelor's Degree from the University of Pittsburgh in 1977 and an MBA from Fairleigh Dickinson University in 1986.



**The Honorable, Dr. Ng Eng Hen**

Minister for Defence, Singapore

Dr. Ng was first elected as Member of Parliament of Bishan-Toa Payoh Group Representation Constituency in 2001, and subsequently re-elected for the same constituency in 2006, 2011 and 2015. He was Deputy Leader of the House from 2007 to 2011 and Leader from 2011 to 2015.

Dr. Ng was Minister for Manpower from 2003 to 2008 and Minister for Education from 2008 to 2011. Concurrently, he was Second Minister for Defence since 2005, and then Minister for Defence since 2011.

Dr. Ng trained as a cancer surgeon, specialising in breast surgery. He obtained his medical degrees from the National University of Singapore and postgraduate training in the USA. He is Fellow of the Royal College of Surgeons of Edinburgh; Fellow of the Academy of Medicine, Singapore; and, member of the American Societies of Surgical Oncology and Clinical Oncology. He was a Consultant Surgeon in Singapore General Hospital and Mount Elizabeth Medical Centre before leaving his practice to enter politics. In 1997, he and other members founded the Breast Cancer Foundation.

Dr Ng is married to Ivy, a paediatrician-geneticist and Group Chief Executive Officer of Singapore Health Services. They have four children.



**Ms. Marillyn A. Hewson**

Chairman, President and CEO, Lockheed Martin

Marillyn A. Hewson is Chairman, President and Chief Executive Officer of Lockheed Martin Corporation. In her over 30 years with the Corporation, she has held a variety of increasingly responsible leadership positions, including President and Chief Operating Officer and Executive Vice President of Lockheed Martin's Electronic Systems business area.

Ms. Hewson serves on the Board of Directors of DuPont and is a member of the President's Export Council. She is the Chairman of the Aerospace Industries Association, a Fellow of the Royal Aeronautical Society, an Associate Fellow of the American Institute of Aeronautics and Astronautics, and a member of the International Institute for Strategic Studies.

Ms. Hewson serves on the Board of Directors of the Congressional Medal of Honor Foundation, the Board of Governors of the USO, the Board of the National Geographic Education Foundation, the Board of Visitors of the University of Alabama's Culverhouse College of Commerce and Business Administration, and the Board of Directors of Catalyst. She is also a Director of the Atlantic Council's International Advisory Board and a Vice Chair of Business Roundtable.

Born in Junction City, Kansas, Ms. Hewson earned her Bachelor of Science degree in business administration and her Master of Arts degree in economics from The University of Alabama.



**Dr. Kathleen Hicks**

Former Principal Deputy Under Secretary of Defense for Policy; Senior Vice President, Henry A. Kissinger Chair, Director, International Security Program, Center for Strategic and International Studies

**EXPERTISE:** Climate Change and Environmental Impacts, Counterterrorism and Homeland Security, Cybersecurity, Defense Industry, Acquisition, and Innovation, Defense Strategy and Capabilities, Defense and Security, Geopolitics and International Security

**ASSOCIATED PROGRAMS:** International Security Program, Defense 360, Strategic Futures, Event Series, Maritime Security Dialogue, Military Strategy Forum, Global Development Forum

Kathleen Hicks is senior vice president, Henry A. Kissinger Chair, and director of the International Security Program at CSIS. She is a frequent writer and lecturer on U.S. foreign policy; national security strategy, forces, and budget; and strategic futures. Dr. Hicks previously served in the Department of Defense as principal deputy under secretary for policy, a Senate-confirmed position with responsibility for assisting in the development and oversight of global and regional defense policy, strategy, and operations. She also served as deputy under secretary of defense for strategy, plans, and forces, leading the development of the 2012 Defense Strategic Guidance and the 2010 Quadrennial Defense Review and crafting guidance for future force capabilities, overseas military posture, and contingency and theater campaign plans.

Dr. Hicks was a senior fellow at CSIS from 2006 to 2009, leading a variety of national security research projects. From 1993 to 2006, she was a career civil servant in the Office of the Secretary of Defense, rising from Presidential Management Intern to the Senior Executive Service. Dr. Hicks received numerous recognitions for her service in the Department of Defense (DOD), including distinguished awards from three secretaries of defense and the chairman of the Joint Chiefs of Staff. She also received the 2011 DOD Senior Professional Women's Association Excellence in Leadership Award. She holds a Ph.D. in

political science from the Massachusetts Institute of Technology, an M.P.A. from the University of Maryland, and an A.B. magna cum laude and Phi Beta Kappa from Mount Holyoke College. Dr. Hicks was a presidentially appointed commissioner for the National Commission on the Future of the Army. She is a member of the Council on Foreign Relations and serves on the Boards of Advisors for the Truman National Security Project and SoldierStrong.



**The Honorable Deborah Lee James**

Secretary of the United States Air Force

Deborah Lee James is the Secretary of the Air Force, Washington, DC. She is the 23rd Secretary of the Air Force and is responsible for the affairs of the Department of the Air Force, including the organizing, training, equipping and providing for the welfare of its nearly 660,000 active-duty, Guard, Reserve and civilian Airmen and their families. She also oversees the Air Force's annual budget of more than \$139 billion.

Ms. James has 30 years of senior homeland and national security experience in the Federal government and the private sector. Prior to her current position, Ms. James served as President of Science Applications International Corporation's Technical and Engineering Sector, where she was responsible for 8,700 employees and more than \$2 billion in revenue.

For nearly a decade, Ms. James held a variety of positions with SAIC to include Senior Vice President and Director of Homeland Security. From 2000 to 2001, she was Executive Vice President and Chief Operating Officer at Business Executives for National Security, and from 1998 to 2000, she was Vice President of International Operations and Marketing at United Technologies.

During the Clinton Administration, from 1993 to 1998, Ms. James served in the Pentagon as the Assistant Secretary of Defense for Reserve Affairs. In that position, she was the Secretary of Defense's senior advisor on all matters pertaining to the 1.8 million National Guard and Reserve personnel worldwide. In addition to working extensively with Congress, state governors, the business community, military associations, and international officials on National Guard and Reserve component issues, she oversaw a \$10 billion budget and supervised a 100-plus-person staff. Prior to her Senate confirmation in 1993, she served as an assistant to the Assistant Secretary of Defense for Legislative Affairs.

From 1983 to 1993, she worked as a professional staff member on the House Armed Services Committee, where she served as a senior advisor to the Military Personnel and Compensation Subcommittee, the NATO Burden Sharing Panel, and the Chairman's Member Services team.

Ms. James earned a Bachelor of Arts degree in comparative area studies from Duke University and a Master's Degree in international affairs from Columbia University School of International and Public Affairs.



**The Honorable Frank Kendall**

Under Secretary of Defense for Acquisition, Technology and Logistics

Senate-Confirmed in May 2012, Frank Kendall currently serves as the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L). In this capacity, he is responsible to the Secretary of Defense for all matters pertaining to acquisition; research and engineering; 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. He is the leader of the Department of Defense's efforts to increase the Department's buying power and improve the performance of the defense acquisition enterprise. Prior to this appointment, from March 2010 – May 2012 he served as the Principal Deputy Under Secretary and also as the Acting Under Secretary.

Mr. Kendall has over 40 years of experience in engineering, management, defense acquisition, and national security affairs in private industry, government, and the military. He has been a consultant to defense industry firms, non-profit research organizations, and the Department of Defense in the areas of strategic planning, engineering management, and technology assessment. Mr. Kendall was Vice President of Engineering for Raytheon Company, where he was responsible for management direction to the engineering functions throughout the company and for internal research and development. Before assuming his current position, Mr. Kendall was a Managing Partner at Renaissance Strategic Advisors, a Virginia-based aerospace and defense sector consulting firm.

Within government, Mr. Kendall held the position of Director of Tactical Warfare Programs in the Office of the Secretary of Defense and the position of Assistant Deputy Under Secretary of Defense for Strategic Defense Systems. Mr. Kendall is a former member of the Army Science Board and the Defense Intelligence Agency Science and Technology Advisory Board and he has been a consultant to the Defense Science Board and a Senior Advisor to the Center for Strategic and International Studies. Mr. Kendall also spent ten years on active duty with the Army serving in Germany, teaching Engineering at West Point, and holding research and development positions.

Mr. Kendall is an attorney and has been active in the field of human rights, working primarily on a pro bono basis. He has worked with Amnesty International USA, where he served as a member of the Board of Directors, with Human Rights First, for which he was an observer at Guantanamo, and with the Tahirih Justice Center, where he was Chair of the Board of Directors.

Over the course of his career as a public servant, Mr. Kendall was awarded the following federal civilian awards: Defense Distinguished Civilian Service Medal, Secretary of Defense Meritorious Civilian Service Medal, Presidential Rank Award of Distinguished Executive (Senior Executive Service), Presidential Rank Award of Meritorious Executive (Senior Executive Service), and Army Commander's Award for Civilian Service. He also holds the following military awards (US Army): Meritorious Service Medal with oak leaf cluster, Army Commendation Medal, and National Defense Service Medal.

Mr. Kendall is a Distinguished Graduate of the U.S. Military Academy at West Point and he holds a Masters Degree in Aerospace Engineering from California Institute of Technology, a Master of Business Administration degree from the C.W. Post Center of Long Island University, and a Juris Doctor degree from Georgetown University Law Center.



**Dr. Thomas Kennedy**

Chairman and CEO, Raytheon

Raytheon Company, with 2015 sales of \$23 billion and 61,000 employees worldwide, is a technology and innovation leader specializing in defense, civil government and cybersecurity solutions. Raytheon is headquartered in Waltham, Massachusetts.

Kennedy joined Raytheon in 1983, starting off in engineering on radar development, and during his more than 30 years with the company, he has developed a deep understanding of the company's operations, technologies and customers through leadership positions in many different locations and functions.

Before adding the responsibilities of chairman to his position in October 2014, Kennedy became CEO in March 2014, and he was elected to Raytheon's Board of Directors in January 2014.

Prior to his current roles, Kennedy was executive vice president and chief operating officer, leading the consolidation of Raytheon's six businesses to four to enhance productivity, agility and affordability of company operations, and increasing international business. Kennedy also provided direct leadership to Raytheon business presidents and enterprise functional leaders including Engineering, Technology and Mission Assurance; Contracts and Supply Chain; Business Development; and Global Business Services.

Previously, Kennedy served as a Raytheon Company vice president and president of the Integrated Defense Systems (IDS) business, overseeing a broad portfolio of weapons, sensors and integration systems spanning multiple mission areas and provided to a range of domestic and international customers.

Before leading IDS, Kennedy served as vice president of Tactical Airborne Systems (TAS) for the Raytheon Space and Airborne Systems (SAS) business. At TAS, he was responsible for overall strategic direction and operation of the organization. He also served as Mission Systems Integration vice president with responsibility for the U.K. Ministry of Defence Airborne Stand-Off Radar program.

Earlier in his Raytheon career, Kennedy was a new business leader and program manager for several radar and electronic warfare systems development programs. He holds several patents related to those technologies. In 2003, Kennedy received the Aviation Week Laureate Award for his achievements on the Active Electronically Scanned Array program.

During his military service, Kennedy attained the rank of captain in the U.S. Air Force, with responsibility for managing satellite launch vehicle avionics development and production programs.

Kennedy holds a doctorate in engineering from the University of California, Los Angeles; and bachelor's and master's degrees in electrical engineering from Rutgers University and the Air Force Institute of Technology, respectively.



**Lieutenant Commander Paul B. Kim**

U.S. Navy; Base Chaplain, Naval Base Ventura County

LCDR Paul B. Kim is the Supervisory Base Chaplain for Naval Base Ventura County (NBVC). LCDR Kim plans and administers various Command Religious Programs for 5200 active duty, 2500 ready reserve, 5400 DoD civilians & 5500 contractors in 80 tenant Commands.

LCDR Kim graduated from Georgia Institute of Technology with a Bachelor of Aerospace Engineering in 1990 and from Talbot School of Theology with a Master in Divinity in 1993. He was ordained as a Protestant minister in 1995 and had served in East Africa, North Africa, Middle East, Russia, India, Southeast Asia, China, Central America, and South America. He has been serving as an active duty Navy Chaplain since 1994. Chaplain Kim's tours of duty include Marine Logistics Group ONE, 1st Marine Regiment Forward in Iraq, Maritime Expeditionary Security Group ONE / Explosive Ordnance Group ONE, Naval Special Warfare Group ONE and ELEVEN as their special assistant, USS Germantown / USS Harpers Ferry, and Command Logistics Group West Pacific / CTF-73 / Navy Region Singapore. He has been serving as the Supervisory Base Chaplain for Naval Base Ventura County since August 2016. LCDR Kim is a Fleet Marine Force Warfare qualified officer and has received numerous awards, including three Navy/Marine Corps Commendation Medals, two Navy/Marine Corps Achievement Medals, Battle "E" ribbon, National Defense Service Medal, Iraq Campaign Medal with EGA, Global War on Terrorism Service Medal, Korea Defense Medal, Humanitarian Service Medal, two Outstanding Volunteer Service Medals, and two Sea Service Deployment ribbons. LCDR Kim has been married to his wife, Sarah, for 23 years and has one daughter, Katarina, who became a college student this year. He and his family currently reside in Oxnard, CA.



### **The Honorable Ann McLaughlin Korologos**

Trustee, The Ronald Reagan Presidential Foundation and Institute; Former U.S. Secretary of Labor

In February, 2002, Mrs. Korologos was appointed to an independent Commission of The International Labour Organization (ILO). Comprised of presidents, politicians, academics, social experts and a Nobel Economist laureate, the group addressed the social dimension of globalization and released their final report on February 24, 2004. Previously, Mrs. Korologos served as Chairman of The Aspen Institute, an international nonprofit impartial educational institution. She also served as President of the Federal City Council in Washington, D.C., a non-profit, non-partisan organization dedicated to improving the nation's capital.

On September 29, 1989, President Bush appointed Mrs. Korologos Chairman of the President's Commission on Aviation Security and Terrorism. The report, presented May 15, 1990, reviewed and evaluated policy options in connection with aviation security. From 1987 to 1989, Mrs. Korologos served as the Nation's 19th Secretary of Labor under President Ronald Reagan. She established the Workforce Quality Commission, the first blue ribbon commission to address workforce competitiveness issues in a global economy. Upon completion of her term, President Reagan awarded her the President's Citizen Medal in recognition of her public service.

Mrs. Korologos also served as Under Secretary of the Department of the Interior, providing the day-to-day management of that 71,000 person department and as an Assistant Secretary of the Department of Treasury where she earned the department's highest honor, the Alexander Hamilton Award for distinguished leadership.

She currently serves as a member of the Board of Directors of several corporations including AMR Corporation (and its subsidiary, American Airlines), Harman International Industries, Inc., Kellogg Company, Host Hotels & Resorts, Inc., Vulcan Materials Company, The Dana Foundation, and is a member of the Board of Overseers of the Wharton School of the University of Pennsylvania.

Mrs. Korologos has been awarded honorary degrees from Marymount College, University of Rhode Island, New England School of Law and the College of St. Elizabeth and Tri-State University. She is a native of Chatham, New Jersey, earned a B.A. degree from Marymount College and studied at the University of London and the University of Pennsylvania's Wharton School of Business.

She is married to Tom C. Korologos and lives in Washington, D.C.



### **The Honorable Jon Kyl**

Former Senator (Arizona); Senior Counsel, Covington

Jon Kyl retired from Congress in January 2013 as the second-highest ranking Republican senator. He advises companies on domestic and international policies that influence U.S. and multi-national businesses and assists corporate clients on tax, health care, defense, national security and intellectual property matters among others.

During Senator Kyl's 26 years in Congress, he built a reputation for mastering the complexities of legislative policy and coalition building, first in the House of Representatives and then in the Senate. In 2010, Time Magazine called him "one of the 100 most influential people in the world," noting his "encyclopedic knowledge of domestic and foreign policy, and his hard work and leadership" and his "power to persuade."

Senator Kyl sat on the powerful Senate Finance Committee where he was the top Republican on the Subcommittee on Taxation and Internal Revenue Service Oversight. The Senator also served as the ranking Republican on the Senate Judiciary Committee's Subcommittee on Crime and Terrorism. A member of the Republican Leadership for well over a decade, Senator Kyl chaired the Senate Republican Policy Committee and the Senate Republican Conference, before becoming Senate Republican Whip.



### **The Honorable Marcel Lettre**

Under Secretary of Defense for Intelligence

Marcel Lettre was nominated by President Obama as the Under Secretary of Defense for Intelligence (USDI) and unanimously confirmed by the United States Senate as the fourth Under Secretary of Defense for Intelligence in December 2015.

As the USDI, Secretary Lettre is the principal intelligence advisor to the Secretary of Defense. He exercises authority, direction, and control on behalf of the Secretary of Defense over all intelligence and security organizations within the Department of Defense, including the National Security Agency, the Defense Intelligence Agency, the National Geospatial Intelligence Agency, the National Reconnaissance Office, the Defense Security Service and the intelligence components of the combatant commands and military services. Across the Defense Intelligence components, Secretary Lettre oversees the \$17B Military Intelligence Program, the Defense portion of the \$54B National Intelligence Program, the intelligence interests within the Battlespace Awareness portfolio, and over 110,000 personnel. He is also dual-hatted as the Director of Defense Intelligence in the Office of the Director of National Intelligence, and reports to the DNI in this capacity. He is the Department's principal interface with the Central Intelligence Agency and other elements of the Intelligence Community, and represents the Department on intelligence and sensitive operations at the National Security Council.

Mr. Lettre was the Acting Under Secretary of Defense for Intelligence from May to December 2015. He had previously been confirmed by the Senate and held the position of Principal Deputy Under Secretary of Defense for Intelligence (PDUSDI) from October 2013 to May 2015. From 2011-2013, Secretary Lettre served as a Special Assistant to Secretaries of Defense Chuck Hagel, Leon Panetta, and Bob Gates, serving as Deputy Chief of Staff to Secretary Panetta. He also led both the Gates-Panetta and Panetta-Hagel transition teams. From 2009-2011, he served as Principal Deputy Assistant Secretary of Defense for Legislative Affairs. In these roles, he supported the Secretary of Defense on defense strategy and budget development, crisis management, cyber initiatives, sensitive intelligence and counterterrorism operational decisions, significant acquisition and R&D investments, and strategic nuclear and arms control matters.

From 2005-2009, Mr. Lettre served as Senior Defense and Intelligence Advisor and then as Senior National Security Advisor to the U.S. Senate Majority Leader, handling all “Gang of Eight” intelligence matters for the Leader. In this role he shaped national security legislation and intelligence policy initiatives, and supported securing passage of the annual defense and intelligence authorization bills, appropriations bills, and war supplementals; and handled Senate confirmation of senior defense and intelligence officials.

From 2002-2005, Mr. Lettre served as a Professional Staff Member on the U.S. House of Representatives Permanent Select Committee on Intelligence. He supported the intelligence after-action reviews on the 9/11 terrorist attacks and on Iraqi weapons of mass destruction, and advised on the 2004 Intelligence Reform and Terrorism Prevention Act which created the Director of National Intelligence.

Previously, Mr. Lettre served as an analyst for a global management consulting firm and in research roles including for the Carnegie Endowment for International Peace Nuclear Nonproliferation Project, the Harvard-Stanford Preventive Defense Project chaired by William J. Perry and Ashton B. Carter, and a Congressional commission examining the organization and efficacy of the U.S. government regarding intelligence and programs to counter WMD.

Mr. Lettre is a member of the Council on Foreign Relations. He has a master’s degree from Harvard’s Kennedy School of Government and a bachelor’s from the University of the South, Sewanee, Tennessee. Mr. Lettre grew up in an Army family and is an outdoorsman and hiker, having once backpacked the full 2,100-mile length of the Appalachian Trail. Mr. Lettre is married with two daughters.



**Mr. Gordon Lubold**

Pentagon Reporter, *The Wall Street Journal*

Gordon Lubold covers the Pentagon for the Wall Street Journal. Before that, he was a senior national security writer for Defense One; as well as Foreign Policy ([foreignpolicy.com](http://foreignpolicy.com)), where he launched and authored the widely-read morning newsletter that was distributed to 150,000 readers in the foreign policy and national security community each day. Prior to that, he was a senior advisor at the United States Institute of Peace in

Washington, where he writes on national security and foreign policy.

Prior to his arrival at USIP, he was a defense reporter for Politico, where he launched the popular “Morning Defense” early morning blog and tip-sheet. Prior to that, he was the Pentagon and national security correspondent for The Christian Science Monitor, and before that he was the Pentagon correspondent for the Army Times chain of newspapers. He has covered conflict in Iraq, Afghanistan, Pakistan and other countries in South Asia, and has reported on military matters in sub-Saharan Africa and Latin America. He has spoken frequently on the sometimes-contentious relationship between the military and the media as a guest on numerous panels. He also appears on radio and television, including CNN, MSNBC, CSPAN and others, and radio programs such as “Diane Rehm” and “To the Point,” a syndicated broadcast on NPR.



**General Mark A. Milley**

Chief of Staff of the U.S. Army

General Mark A. Milley assumed duty as the 39th Chief of Staff of the U.S. Army August 14, 2015, after most recently serving as the 21st Commander of U.S. Army Forces Command at Fort Bragg, North Carolina.

A native of Winchester, Massachusetts, General Milley graduated and received his commission from Princeton University in 1980. He has had multiple command and staff positions in eight divisions and Special Forces throughout the last 35 years.

He has served in command and leadership positions from the platoon and operational detachment alpha level through Corps and Army Command including the 82nd Airborne Division and the 5th Special Forces Group at Fort Bragg, North Carolina; the 7th Infantry Division at Fort Ord, California; the 10th Mountain Division at Fort Drum, New York; the 2nd Infantry Division in Korea; the Joint Readiness Center at Fort Polk, Louisiana; the 25th Infantry Division at Schofield Barracks, Hawaii; the 101st Airborne (Air Assault) at Fort Campbell, Kentucky; and the 1st Cavalry Division and 3rd Infantry Division in Baghdad, Iraq.

He commanded the 1st Battalion, 506th Infantry, 2nd Infantry Division; the 2nd Brigade, 10th Mountain Division; served as the Deputy Commanding General for the 101st Airborne (Air Assault); and served as the Commanding General for 10th Mountain Division. While serving as the Commanding General, III Corps and Fort Hood, he deployed as the Commanding

General, International Security Assistance Force Joint Command and Deputy Commanding General, U.S. Forces – Afghanistan. Additionally, he served on the operations staff of The Joint Staff as the J33/DDRO, and as a Military Assistant to the Secretary of Defense at the Pentagon.

His operational deployments include the Multi-National Force and Observers, or MFO, Sinai, Egypt; Operation JUST CAUSE, Panama; Operation UPHOLD DEMOCRACY, Haiti; Operation JOINT ENDEAVOR, Bosnia-Herzegovina; Operation IRAQI FREEDOM, Iraq; and three tours during Operation ENDURING FREEDOM, Afghanistan. He also deployed to Somalia and Colombia.

General Milley's education includes a Bachelor's Degree in Political Science from Princeton University, Master's Degrees from Columbia University (International Relations) and from the U.S. Naval War College (National Security and Strategic Studies). He is also a graduate of the MIT Seminar XXI National Security Studies Program.

General Milley and his wife have been married for more than 30 years and have two children.

His awards and decorations include the Defense Distinguished Service Medal; Army Distinguished Service Medal with two bronze oak leaf clusters; Defense Superior Service Medal with two bronze oak leaf clusters; Legion of Merit with two bronze oak leaf clusters; Bronze Star Medal with three bronze oak leaf clusters; Meritorious Service Medal with silver oak leaf cluster; Army Commendation Medal with four bronze oak leaf clusters; Army Achievement Medal with one bronze oak leaf cluster; National Defense Service Medal with one bronze service star; Armed Forces Expeditionary Medal with two bronze service stars; Afghanistan Campaign Medal with two bronze service stars; Iraq Campaign Medal with two bronze service stars; Global War on Terrorism Service Medal; Korea Defense Service Medal; Humanitarian Service Medal; Army Service Ribbon; Overseas Service Ribbon with numeral 5; NATO Medal with bronze service star; and the Multi-national Force and Observers Medal. He is authorized to wear the Combat Infantryman Badge with star; Expert Infantryman Badge; Master Parachutist Badge; Scuba Diver Badge; Ranger Tab; Special Forces Tab; Joint Chiefs of Staff Identification Badge; Joint Meritorious Unit Award; and Meritorious Unit Commendation and the French Military Parachutist Badge.



### **Congressman Seth Moulton**

United States House of Representatives (Massachusetts)

Congressman Seth Moulton was born and raised in northeastern Massachusetts. He attended public schools, as well as Phillips Academy Andover and Harvard University on scholarships and student loans. After graduating from Harvard in 2001 with a degree in physics, Moulton joined the United States Marine Corps.

Moulton served four tours in Iraq as a Marine Corps infantry officer, including two tours as a platoon commander and two tours as a Special Assistant to General David Petraeus. In 2003, Moulton was in the first company of Marines to enter Baghdad. In 2004, he led a platoon during the Battle of Najaf, the fiercest fighting of the war to that time. As a Special Assistant to General David Petraeus, Moulton worked on a small team of Marines leading counterinsurgency operations south of Baghdad in 2005 and during the Surge. He left the Marines in 2008 with the rank of Captain.

Congressman Moulton was elected to Congress in 2014 on a platform of bringing new, bipartisan leadership to Congress. In his first term, Congressman Moulton is focused on economic growth for Massachusetts families and improving veterans' health care through the VA, where he still receives his care. Congressman Moulton serves on the House Armed Services Committee, the House Budget Committee and the House Small Business Committee in the 114th Congress.



### **Senator Jerry Moran**

United States Senate (Kansas)

Kansans elected Jerry Moran to the United States Senate in 2010. Since joining the U.S. Senate, Senator Moran has been a leading advocate for protecting and preserving the special way of life in Kansas.

Senator Moran has a long history of opposing reckless spending in Washington, and as a member of the Senate Appropriations Committee has pushed for spending cuts, tougher funding standards and broad reform. As the Agriculture Appropriations Subcommittee Chairman, he has the opportunity to focus on investing in policies that are vital to Kansas' rural communities, such as agriculture research and extension and Farm Bill implementation. Additionally, through the subcommittee's jurisdiction over the FDA budget, Senator Moran will work to advance public health innovations, including development of new medicines, medical devices and food safety technology.

As a member of the Commerce, Science and Transportation Committee, Senator Moran advocates on behalf of Kansans regarding a number of issues vital to the state's economy ranging from communications and product safety to highways, aviation and railways. Through his work on the Banking, Housing and Urban Affairs Committee, Senator Moran continues his long-time commitment to strengthening the economy, opening up foreign markets to U.S. exports, and fostering the growth of small businesses. Also, as a member of the Senate Veterans' Affairs Committee, one of his top priorities is improving the quality of life for the nearly 250,000 veterans living in Kansas.

Since joining the U.S. Senate, Senator Moran has also been a leading advocate for issues related to entrepreneurship, job creation and innovation. He is committed to putting policies in place that foster a pro-growth environment where businesses can succeed without government imposed barriers.

Prior to his election to the Senate in November 2010, Moran served Kansans in the “Big First” Congressional district for seven terms in the U.S. House of Representatives, as well as eight years in the Kansas State Senate – spending the last two years as Majority Leader. As a senior member of the U.S. House Agriculture Committee, then-Congressman Moran worked with colleagues to craft legislation that allowed Kansas farms and ranches to remain viable in today’s competitive global marketplace, and participated in the implementation of two Farm Bills. Moran was also an active member of the House Transportation and Infrastructure Committee, as well as the House Veterans’ Affairs Committee where he served as chairman of the Health Subcommittee.

Before his election to public office, Jerry Moran attended Fort Hays State University and later the University of Kansas, where he completed a degree in economics. After an early career as a small town banker, he received his J.D. from the University of Kansas. Jerry and his wife Robba continue to live in Kansas. They have two daughters, Kelsey and Alex.



**Mr. Vago Muradian**

Founder and Editor, *Defense & Aerospace Report*

For nearly 25 years, defense and aerospace leaders in both the public and private sector have relied on Vago Muradian’s reporting and editorial opinions. Vago’s in-depth coverage and analysis of national and international security has made him a go-to authority on policy, strategy, innovation and technology, as well as a trusted source for the news that matters most.

As editor of *Defense News* for 14 years, Vago developed a network of international correspondents in 21 countries. He founded and hosted *Defense News* with Vago Muradian, the world’s first weekly TV program dedicated to defense issues, which aired in Washington, D.C., and worldwide on the American Forces Network.

Vago also founded and served as managing editor of *Defense Daily International* in addition to his role as a business and international reporter for *Defense Daily*, a U.S. newsletter covering the defense and aerospace industry. While at *Defense Daily*, Vago won numerous awards including “best breaking news coverage” for his 1998 coverage of the U.S. government’s rejection of a proposed merger between Lockheed Martin and Northrop Grumman.

Prior to *Defense Daily*, Vago served as *Defense News*’ land warfare reporter and later covered global operations, including in Europe, Haiti, Somalia and Zaire for the *Air Force Times*, the independent U.S. publication covering the U.S. Air Force.

Vago regularly appears on C-SPAN, CNN, CNBC, MSNBC and conducts radio interviews for international outlets such as the *BBC*, the *Australian Broadcasting Corporation* and *Swiss TV*. His reporting and commentary is cited in books quoted in publications like the *The Economist*. He is a frequent speaker, panelist and moderator at international defense events, and he lectures at the Defense Acquisition University at Fort Belvoir, Virginia.



**General Robert B. Neller**

Commandant of the United States Marine Corps

General Robert B. Neller is the 37th Commandant of the United States Marine Corps. Prior to his current assignment, he served as the Commander, Marine Forces Command from July 2014 to September 2015, and Commander, Marine Forces Central Command from September 2012 to June 2014.

A native of East Lansing, Michigan, General Neller graduated from the University of Virginia and was commissioned in 1975. He has served as an infantry officer at all levels, including command of Marine Security Force Company Panama during Operations JUST CAUSE and PROMOTE LIBERTY; 3rd Light Armored Infantry Battalion during Operation RESTORE HOPE; 6th Marine Regiment; and 3rd Marine Division.

General Neller also served as Deputy Commanding General, I Marine Expeditionary Force (Forward) during Operation IRAQI FREEDOM (05-07); Assistant Division Commander for 1st and 2nd Marine Divisions; and President of Marine Corps University.

His Joint assignments include service in the Policy Division of Supreme Headquarters Allied Powers Europe (SHAPE) in Casteau, Belgium, and as the Director of Operations (J-3) of the Joint Staff in Washington, D.C.

General Neller is a graduate of the Armor Officer Advanced Course, Marine Corps Command and Staff College, NATO Defense College, and the Armed Forces Staff College. He holds a Master’s Degree in Human Resource Management from Pepperdine University.



**Ms. Peggy Noonan**

Columnist for *The Wall Street Journal*; RRPFI Trustee; Former Speechwriter to President Reagan

Peggy Noonan is a columnist for *The Wall Street Journal* and the best selling author of eight books on American politics, history and culture. Her essays have appeared in *Forbes*, *Time*, *Newsweek*, the *Washington Post*, the *New York Times* and other publications. She is a frequent guest on political talk shows. She has also been nominated for Emmy Awards for the writing of a post-9/11 television special and for her work on the

television drama *The West Wing*. Noonan is a member of the board of the Manhattan Institute.

Ms. Noonan is the author of “*When Character Was King: A Story of Ronald Reagan*,” “*John Paul the Great: Remembering a Spiritual Father*,” “*A Heart, a Cross and a Flag: America Today*,” “*What I Saw at the Revolution*,” and “*Life, Liberty and the Pursuit of Happiness*.”

Ms. Noonan was a special assistant to President Ronald Reagan from 1984 to 1986. In 1988, she was chief speechwriter for George Bush when he ran for the presidency.

She holds honorary doctorates from Adelphi University, St. John Fisher College, Miami University, University of Portland, Miami University, and her alma mater, Fairleigh Dickinson University. In 2010, Noonan received a Presidential Appointment to serve on the Ronald Reagan Centennial Commission honoring the one hundredth anniversary of our 40th President’s birth. Miss Noonan is a 2011 recipient of the Congressional Medal of Honor Society’s Award for excellence in media. In the same year, she was chosen as columnist of the year by “The Week” magazine. In 2012, she received the New York Women in Communications Award for column writing.



### **The Honorable Leon E. Panetta**

Former CIA Director; Former Secretary of Defense

Co-founder of The Panetta Institute for Public Policy, Leon Panetta returned to the Institute on February 27, 2013, after serving as the 23rd Secretary of Defense.

A Monterey native and Santa Clara University School of Law graduate, Secretary Panetta began his long and distinguished public service career in 1964 as a First Lieutenant in the U.S. Army, and upon discharge went to work in Washington as a legislative assistant to U.S. Senate Minority Whip Tom Kuchel of California. In 1969, he was appointed Director of the U.S. Office for Civil Rights, where he was responsible for enforcing equal education laws, and later he served as Executive Assistant to the Mayor of New York City. He then returned to Monterey, where he practiced law until his election to the U.S. House of Representatives in 1976.

Serving his Central Coast district in Congress for sixteen years, Secretary Panetta was a key participant in agriculture, federal budget, ocean and healthcare issues. From 1989 to 1993 he chaired the House Budget Committee.

In 1993, Secretary Panetta left Congress to serve as Director of the Office of Management and Budget for the incoming Clinton administration. There, he was instrumental in developing the policies that led to a balanced Federal budget and eventual budget surpluses. In 1994, he accepted appointment as the President’s Chief of Staff, and immediately brought order and focus to White House operations and policy making.

Upon leaving the Clinton administration in 1997, Secretary Panetta joined with his wife Sylvia to establish and co-direct The Panetta Institute for Public Policy, based at California State University, Monterey Bay.

Returning to public service in the Obama Administration as Director of the CIA, he ran the operation that brought Osama bin Laden to justice, and, as Secretary of Defense, led the effort to develop a new defense strategy, conduct critical counter terrorism operations, strengthen U.S. alliances, and opened up opportunities for everyone to serve in the military. Secretary Panetta chronicles his life in public service in his best-selling memoir, *Worthy Fights*, which was published by Penguin Press in the Fall of 2014.

Over the years Secretary Panetta has served on numerous boards and commissions. He co-chaired California Forward, the Joint Ocean Commission Initiative and Governor Schwarzenegger’s Council on Base Support and Retention. In 2006, he served on the Iraq Study Group, a bipartisan national commission seeking a new course for the war in Iraq. Presently, Secretary Panetta serves on the boards of directors for Oracle, Blue Shield of California as well as the Commission on Presidential Debates. In addition, he is an advisor to FleishmanHillard.

Secretary Panetta is the recipient of many awards and honors. His most recent awards include: the California *Teachers Association’s Friends of Education Award*; the *Judicial Council of California’s Stanley Mosk Defender of Justice Award*; *The Harry S. Truman Good Neighbor Award*; the Sons of Italy Foundation’s *National Education & Leadership Award*; the *Peter Benchley Ocean Award for “Excellence in Policy”*; the Intelligence and National Security Alliance’s *William Oliver Baker Award*; the Italian Community Services’ *Distinguished Service Award*; The OSS Society’s *William J. Donovan Award*; and the National Defense Industrial Association’s *Dwight D. Eisenhower Award*



### **Major General Arnold Punaro**

Retired, U.S. Marine Corps; Senior Fellow, Bipartisan Policy Center, The Punaro Group

Arnold Punaro is chief executive officer of The Punaro Group, LLC, a Washington-based firm he founded in 2010 specializing in federal budget and market analysis, business strategy and capture, acquisition due diligence, government relations, communications, sensitive operations, business risk analysis and compliance, and crisis management. He consults for a broad array of Fortune 100 companies and has been recognized by Defense News as one of the 100 most influential individuals in U.S. Defense.

He is the Chairman of the Reserve Forces Policy Board, the Secretary of Defense’s Independent Advisor on Reserve and National Guard matters. He served as Chairman of the National Defense Industrial Association, the country’s largest defense

industry association with over 1,600 corporate and 91,000 individual members. He chaired the Statutory Independent Commission on the Guard and Reserve from 2005 to 2008. A member of the Pentagon's Defense Business Board, he previously served as Executive Vice President at Science Applications International Corporation (SAIC) and as Senator Sam Nunn's Staff Director of the Senate Armed Services Committee for 14 years. A retired U.S. Marine Corps Major General, he served as the Commanding General of the 4th Marine Division. He served on active duty as an Infantry Platoon Commander in Vietnam where he was awarded the Bronze Star for valor and the Purple Heart.

He has Masters of Arts degrees from both the University of Georgia and Georgetown University and serves on the boards of the University of Georgia's School of Public and International Affairs, Syracuse University's Maxwell School of Government, and Georgia Tech's School of International Affairs. He is a member of the Advisory Board at the Center for New American Security, a visiting scholar at the Bipartisan Policy Center, and a Senior Fellow at the Center for Strategic and International Studies. He is the author of the recent book, *On War and Politics: The Battlefield Inside Washington's Beltway*, that was published by the Naval Institute Press in October 2016.



### **Admiral John M. Richardson**

Chief of Naval Operations

Admiral John Richardson graduated from the U.S. Naval Academy in 1982 with a Bachelor of Science in Physics. He holds Master's Degrees in Electrical Engineering from the Massachusetts Institute of Technology and Woods Hole Oceanographic Institution, and National Security Strategy from the National War College.

At sea, Richardson served on USS Parche (SSN 683), USS George C. Marshall (SSBN 654) and USS Salt Lake City (SSN 716). He commanded USS Honolulu (SSN 718) in Pearl Harbor, Hawaii.

Richardson also served as Commodore of Submarine Development Squadron (DEVRON) 12; Commander, Submarine Group 8; Commander, Submarine Allied Naval Forces South; Deputy Commander, U.S. 6th Fleet; Chief of Staff, U.S. Naval Forces Europe and U.S. Naval Forces Africa; Commander, Naval Submarine Forces, and Director of Naval Reactors.

His staff assignments include duty in the attack submarine division on the Chief of Naval Operations staff; Naval Aide to the President; Prospective Commanding Officer Instructor for Commander, Submarine Forces, U.S. Pacific Fleet; Assistant Deputy Director for Regional Operations on the Joint Staff; and Director of Strategy and Policy at U.S. Joint Forces Command.

Richardson served on teams that have been awarded the Presidential Unit Citation, the Joint Meritorious Unit Award, the Navy Unit Commendation, and the Navy "E" Ribbon. He was awarded the Vice Admiral Stockdale Award for his time in command of USS Honolulu.

Richardson began serving as the 31st Chief of Naval Operations September 18, 2015.



### **Congressman Mike S. Rogers**

United States House of Representatives (Alabama)

Mike Rogers is a fifth generation East Alabamian. He is a conservative, a Christian, the father of three and married to his wife, Beth, for over 30 years.

Mike grew up in Calhoun County, Alabama, in the small mill village of Blue Mountain. His mother worked in the local textile mill and his father was a firefighter. Mike learned the values of family, hard work and sacrifice from his parents.

Since first elected in 2002, Mike has been known for his tireless advocacy for the people and interests of Alabama's Third Congressional District. He currently serves on the Agriculture Committee, the Armed Services Committee and the Homeland Security Committee, all vital to Alabama's interests. Nationally, he has built a reputation as a recognized leader on key national security issues.

As a senior member of the Armed Services Committee, Mike was selected to serve as Chairman of the Subcommittee on Strategic Forces. The Subcommittee deals with missile defense and nuclear weapons issues. These are vital issues important to America's national security and Alabama's economy, especially now as our nation faces nuclear and ballistic missile threats from North Korea and Iran. Mike is an ardent proponent of our nation's missile defense system to protect the United States and our key allies like Israel, and is consistently at odds with the Obama Administration over its positions on defense policy.

East Alabama is home to the Anniston Army Depot, Fort Benning, and Maxwell-Gunter Air Force Base. To help advocate for these installations, Mike also serves on the Armed Services Readiness Subcommittee which has jurisdiction over military readiness, maintenance and logistics. The Readiness Subcommittee oversees the largest account in the Department of Defense's budget. From this position, Mike works tirelessly to ensure our warfighters have the very best equipment, which includes the hard work done at the Anniston Army Depot, known as the 'Pit Crew of America's Warfighters.'

Mike graduated from Saks High School and earned both his undergraduate degree in Political Science and Masters of Public Administration at Jacksonville State University. Later he graduated with honors from the Birmingham School of Law. He was a practicing attorney and is a small business owner in Calhoun County.



**Mr. Josh Rogin**

Columnist, *The Washington Post*; Political Analyst, CNN

Josh Rogin is a columnist for the Global Opinions section of *The Washington Post*. He writes about foreign policy and national security.

Josh Rogin is also a CNN political analyst, as well as a columnist on foreign policy and national security for *Bloomberg View*.

Previously, Rogin has covered foreign policy and national security for *Newsweek*, *The Daily Beast*, *Foreign Policy*, *The Washington Post*, *Federal Computer Week*, and Japan's *Asahi Shimbun*. His work has been featured on CNN, FOX, MSNBC, ABC, NBC, NPR, PBS, and several other outlets.

Rogin was a 2011 finalist for the Livingston Award for Young Journalists and the 2011 recipient of the Interaction Award for Excellence in International Reporting.

Rogin holds a BA in International Affairs from the George Washington University and studied at Sophia University in Tokyo, Japan. He is based in Washington, DC.



**The Honorable Frederick J. Ryan, Jr.**

Chairman, The Ronald Reagan Presidential Foundation and Institute; Publisher and CEO, *The Washington Post*

Frederick J. Ryan, Jr. is Publisher and Chief Executive Officer of *The Washington Post*. Previously, he was co-founder and Chief Executive Officer of *Politico*.

From 1989 until 1995, he served as Chief of Staff to former President Ronald Reagan. He was responsible for overseeing all of President Reagan's activities including domestic and international issues, government relations, political affairs and public relations. He served as President Reagan's personal representative in numerous meetings with Heads of State around the world, as well as leaders of the international business community.

From 1982 to 1989, Mr. Ryan served on the White House Staff, and was Assistant to the President of the United States, one of the youngest people ever to serve in such a position. His responsibilities in the White House included directing Presidential Appointments and Scheduling, where he was responsible for long-range strategic planning and communications strategy for the White House. He served on the 1984 Reagan/Bush re-election team.

Mr. Ryan also served as Director of the White House Private Sector Initiatives program where he was the President's liaison to the American and international business communities. He conceived and directed the International Conference on Private Sector Initiatives (Paris, France 1986), the Italian-American Conference on Private Sector Initiatives (Milan and Venice, Italy 1987) and the British-American Conference on Private Sector Initiatives (London, England 1988). These unique gatherings included Chief Executive Officers of major international corporations, the Prime Ministers of France and England, the President of the United States and His Royal Highness The Prince of Wales.

Prior to joining the White House Staff, Mr. Ryan was an attorney with the Los Angeles law firm of Hill, Farrer & Burrill. While engaged in his practice, he published several articles on various aspects of the law. He is presently a member in good standing of the State Bar of California, the District of Columbia Bar and is admitted to practice before the United States Supreme Court.

Mr. Ryan is Chairman of the Board of Trustees of the Ronald Reagan Presidential Library Foundation and Institute. He is also Chairman of the Board of Directors of the White House Historical Association, and serves as a Trustee on the Board of several nonprofit organizations including Ford's Theatre, The National Geographic Society, The National Museum of American History, and the Board of Councilors of the Annenberg School for Communication and Journalism at the University of Southern California.

Mr. Ryan is the editor of *Ronald Reagan: The Wisdom and Humor of The Great Communicator*, published by Harper Collins in 1995, and *Ronald Reagan: The Great Communicator*, published by Harper Collins in 2001. He was Executive Producer of the highly acclaimed video of the Reagan Presidency, entitled *The Reagan Years*.

Mr. Ryan graduated Magna Cum Laude from the University of Southern California in 1977 with a Bachelor of Arts degree in Political Science and Speech Communication. He then attended the University of Southern California Law Center where he received his Juris Doctor and graduated with an academic honor in 1980.



**Mr. Raj Shah**

Managing Director, Defense Innovation Unit Experimental (DIUx)

Raj Shah is the Managing Partner for DIUx. Prior to joining DIUx, Raj was the senior director of strategy at Palo Alto Networks, which acquired Morta Security, where he was CEO and Co-Founder of Morta Security. Prior to this, he was a special assistant in the Office of the Secretary of Defense and began his business career as a consultant with McKinsey & Co. Raj served as an F-16 pilot in the United States Air Force where

he completed multiple combat tours. He holds an BA from Princeton University and an MBA from The Wharton School. He is a member of the Council of Foreign Relations and an affiliate at Stanford University's Center for International Security and Cooperation.



**Ms. Barbara Starr**

Pentagon Correspondent, *CNN*

Barbara Starr is CNN's Pentagon correspondent, based in Washington, D.C. Starr provides viewers with the latest national security news each day from the Pentagon, working her sources to report on the military campaigns against ISIS, investigations in terror attacks and military and intelligence operations. Starr appears regularly on *The Situation Room with Wolf Blitzer*, *New Day* and other shows across the network regularly breaking big news and delivering exclusive coverage on the U.S. military and political situation on a global scale.

In 2014, The Panetta Institute for Public Policy honored Starr with a Jefferson-Lincoln Award for her work in journalism. Since 2003, Starr has made repeated trips to Iraq, Afghanistan and the Horn of Africa, where she has been embedded with U.S. troops. She traveled to Beirut, Lebanon in 2006 with U.S. Marines tasked with evacuating Americans during Israel's war with Hezbollah. Starr has also reported directly from the Persian Gulf, Russia, Central America and the Chinese-North Korean border. In 2016, Starr was the only broadcast journalist to travel to Iraq and Syria with commanding general of U.S. Central Command, Gen. Joseph Votel, the highest-ranking U.S. military official to travel into Syria during the war, to report on the global fight and special operations training of local forces to combat ISIS.

Throughout her career, Starr has profiled numerous wounded troops, the plight of homeless veterans and reported on the fallen regularly from Section 60 at Arlington National Cemetery, the final resting place for veterans of the wars in Iraq and Afghanistan.

Starr joined CNN in 2001 from ABC News where she had worked since 1998 as a producer for the network's news originating from the Pentagon, providing on- and off-air reporting on military and national security affairs. She also reported for *Nightline*, *World News This Morning*, *World News Now*, *ABC Radio* and *ABCNews.com*. Previously, Starr was the Washington, D.C., bureau chief for *Jane's Defence Weekly*, a London-based weekly newsmagazine, where for nine years she covered all aspects of national security, the intelligence community, defense and military policy. During this time, she conducted numerous one-on-one interviews with current secretaries of defense and directors of central intelligence. She also traveled to the Balkans, the Persian Gulf and NATO headquarters in Brussels. Before *Jane's*, Starr worked as a correspondent for *Business Week* from 1979-1988. Based in the magazine's Washington, D.C., bureau, she served as energy correspondent, covering OPEC and other environmental and economic matters.

While at ABC News, she won an Emmy Award as a location producer at NORAD/Cheyenne Mountain, covering the transition to the new millennium at Moscow rollover time.

Starr graduated from California State at Northridge with a bachelor of arts degree in journalism.



**Mr. Phil Stewart**

Military Affairs and Intelligence Correspondent, *Thomson Reuters*

Phil Stewart is the military affairs and intelligence correspondent for Reuters, where he has reported from more than 50 countries, including Afghanistan, Iraq, Pakistan, Russia, Saudi Arabia, China and South Sudan. Prior to joining the Washington bureau, Mr. Stewart also spent more than 11 years abroad, including posts in Latin America and Europe. Before joining Reuters, he covered U.S. politics out of Washington D.C. for States News Service. A graduate from Georgetown University's School of Foreign Service, Mr. Stewart speaks Portuguese, Spanish and Italian.



**Mr. Michael T. Strianese**

Chairman and CEO, L-3

Michael T. Strianese is Chairman and Chief Executive Officer of L-3, a global aerospace and national security company with 2015 sales of \$10.5 billion that employs approximately 38,000 people worldwide.

Mr. Strianese played a key role in the company's formation in 1997 and served as L-3's first Vice President of Finance and Controller. Following L-3's Initial Public Offering in 1998, he was promoted to Senior Vice President of Finance in 2001. Mr. Strianese was appointed Chief Financial Officer in 2005 and in 2006 was named President and Chief Executive Officer and was elected as a Director. Until 2007, he also served as the company's first Corporate Ethics Officer, where he led the development and implementation of a comprehensive, company-wide integrity program for L-3 employees. In 2008, Mr. Strianese was elected Chairman of the company's Board of Directors.

Mr. Strianese served as Chairman of the Aerospace Industries Association in 2014. He is also a member of the Council on Foreign Relations. Mr. Strianese received the 2014 Coast Guard Foundation Award and has been recognized by the Association of the United States Army with its John W. Dixon Award for outstanding contributions to national defense by a member of the industrial community. In addition, he has received the Semper Fidelis Award from the Marine Corps Scholarship Foundation, as well as the Eisenhower Distinguished Citizen Award from the Army Distaff Foundation.

With its corporate headquarters in New York City, L-3 is a prime contractor in aerospace systems and a leading provider of a broad range of communication and electronic systems and products used on military and commercial platforms. L-3's customers include the U.S. Department of Defense, other U.S. government agencies, allied foreign governments and commercial customers.



### **Senator Dan Sullivan**

U.S. Senate (Alaska)

Dan Sullivan was sworn in as Alaska's eighth United States Senator on January 6, 2015. Sullivan serves on four Senate committees vital to Alaska: the Commerce, Science and Transportation Committee; the Armed Services Committee; the Environment and Public Works Committee; and the Veterans' Affairs Committee.

Prior to his election to the U.S. Senate, Sullivan served as Alaska's Attorney General and Commissioner of the Alaska Department of Natural Resources. As Alaska's Attorney General, Sullivan's number one priority was protecting Alaskans, their physical safety, financial well-being, and individual rights – particularly Alaska's most vulnerable. During his tenure he spearheaded a comprehensive statewide strategy – the “Choose Respect” campaign – to combat Alaska's high rates of domestic violence and sexual assault. Under Sullivan's leadership, the Department of Law also undertook an aggressive strategy of initiating and intervening in litigation aimed at halting federal government overreach into the lives of Alaskans and their economy.

Sullivan has a distinguished record of military and national security service. He is currently an infantry officer and Lieutenant Colonel in the U.S. Marine Corps Reserves. Over the past 21 years, Sullivan has served in a variety of command and staff billets on active duty and in the reserves, including: TRAP Force Commander and 81mm mortar Platoon Commander, 31st Marine Expeditionary Unit (Special Operations Capable); Weapons Company Executive Officer, Second Battalion, Fifth Marines; Commanding Officer, Delta Company, Anti-Terrorism Battalion; Executive Officer, Echo Company, Fourth Reconnaissance Battalion; and Commanding Officer, 6th Air Naval Gunfire Liaison Company (ANGLICO). In 2004, Sullivan was recalled to active duty for a year and a half to serve as a staff officer to the Commander of U.S. Central Command, General John Abizaid, spending substantial time deployed in the Middle East, the Horn of Africa, and Central Asia. In July 2013, Sullivan was recalled to active duty to serve with a Joint Task Force in Afghanistan focusing on dismantling terrorist networks and criminalizing the Taliban insurgency.

Sullivan served in the Administration of President George W. Bush as the U.S. Assistant Secretary of State for Economic, Energy, and Business under Secretary of State Condoleezza Rice. He focused on fighting terrorist financing, and implementing policies relating to international energy, economic, trade, finance, transportation, telecommunications, and Arctic issues. Sullivan also served as a Director in the International Economics Directorate of the National Security Council staff at the White House.

Sullivan earned a B.A. in Economics from Harvard University in 1987 and a joint law and Masters of Science in Foreign Service from Georgetown University in 1993. Dan and his wife Julie Fate Sullivan were married over 20 years ago in Julie's hometown of Fairbanks, Alaska. They have three teenage daughters: Meghan, Isabella and Laurel.



### **The Honorable Jim Talent**

Former Senator (Missouri); Senior Fellow, American Enterprise Institute; Banner Public Affairs

Senator Talent is a Partner at Banner Public Affairs and is a Senior Fellow at the American Enterprise Institute (AEI) and the Director of the Marilyn Ware Center for Security Studies' National Security 2020 Project. As the leader of a team of AEI defense experts, Talent is working on the formulation and promulgation of a new paradigm for defense policy, planning, and budgeting.

Talent has been active in public policy for the past 30 years, including representing Missouri in both the U.S. Senate and U.S. House of Representatives. While serving in the U.S. Senate, he was a member of the Senate Armed Services Committee and Chairman of the Subcommittee on Seapower for four years. Always interested in America's strategic objectives and in the demands on the United States military, Talent formed a special congressional panel to address the decline in military readiness in his freshman year in the U.S. House.

In addition to his focus on national security, Talent also was a leading voice on welfare issues throughout his congressional career. As a freshman member in the House, he introduced the Real Welfare Reform Act of 1994, which became the basis for the bipartisan reforms enacted as the Personal Responsibility and Work Opportunity Act of 1996. As a Senator, he introduced the Compassion and Personal Responsibility Act of 2003 to build on the success of the 1996 welfare reform package.

Talent has a B.A. from the Washington University in St. Louis and a J.D. from the University of Chicago Law School.

He is authorized to wear the Combat Infantryman Badge with star; Expert Infantryman Badge; Master Parachutist Badge; Scuba Diver Badge; Ranger Tab; Special Forces Tab; Joint Chiefs of Staff Identification Badge; Joint Meritorious Unit Award; and Meritorious Unit Commendation and the French Military Parachutist Badge.



### **The Honorable Ellen Tauscher**

Former Congresswoman (California); Chair, California Governor's Military Council

Ellen O'Kane Tauscher is an experienced executive, strategic advisor and seasoned leader who returned to the private sector in February 2012, after more than 16 years of public service in Congress and the State Department. Tauscher currently serves as an independent director of both public and private companies, not for profit and non-governmental organizations.

In 2009, she was nominated by President Barack Obama and confirmed by the United State Senate as Under Secretary of State for Arms Control and International Security Affairs. As Under Secretary of State, Tauscher was responsible for successfully closing negotiations of the New Start Treaty with the Russian Federation in March 2010 in Geneva, after months of stalemate. Secretary Tauscher also represented the United States at the Non-Proliferation Treaty Review Conference at the United Nations in May 2010, which produced the first consensus agreement in 10 years.

As Under Secretary, Tauscher managed an executive office of nearly 20 senior advisors and staff and three State Department bureaus of more than 600 foreign service officers and civil servants. She managed the State Department's interactions with the Pentagon and served on the Deputies Committee in the National Security Council as Secretary Clinton's designee.

Tauscher is a former seven-term Democratic Member of the United States House of Representatives, representing California's 10th Congressional district, in the East Bay of the San Francisco Bay Area. She was elected on her first run for any elected office in 1996 and served until her resignation to join the Obama Administration.

In Congress, Tauscher was a leading centrist Democrat, and the Chairman of the New Democrat Coalition, a caucus of 65 moderate Democrats in the House of Representatives. She also served as Vice-Chairwoman of the Democratic Leadership Council from 2001 to 2005.

Representing the only Congressional District home to two National Nuclear Labs, Tauscher served on the House Armed Services Committee for more than 12 years and became the Chairman of the Strategic Forces subcommittee, with responsibility for nuclear weapons management and policy, satellite and missile defense policy and procurement and CBRN detection and management with a portfolio of \$55 billion in annual budget authority.

She is a member of the Board of Directors of three public companies: Invacare Corporation (IVC, NYSE); EHealth, Inc. (EHTH); Edison International and Southern California Edison (EIX, NYSE). She also serves as Chairman of The National Comprehensive Cancer Network Foundation and as a member of the Board of Directors of Aurora Flight Sciences and The Atlantic Council.

Prior to her work in the public sector, she spent 14 years on Wall Street. At age 25, she became one of the first women to become a Member of the New York Stock Exchange. She also served as an officer of the American Stock Exchange from 1980 to 1983, after which she worked as an investment banker for Bear Stearns and a subsidiary of Drexel Burnham Lambert.

In 1989, Tauscher and her former husband, Bill Tauscher, moved to California where she founded the first national research service to help parents verify the background of childcare workers. She also wrote *The ChildCare Sourcebook*, published by Macmillan in 1995 and headed the Tauscher Foundation, which provided funds for elementary schools to buy computers and Internet access.

Tauscher graduated in 1974 from Seton Hall University, where she obtained a bachelor's degree in early childhood education.



### **The Company Men**

Stuart Ambrose, Terron Brooks, Shawn Perucca, Brian Purcell

THE COMPANY MEN are a nationally recognized pop vocal group who have appeared on numerous national and regional television shows, including Hallmark Home and Family, Good Day New York and PBS to name a few.

Unlike any other four-man vocal group touring today, The COMPANY MEN uniquely interweave today's Top 40 hits with re-imagined classics of the last six decades by blending songs by your favorite artists, including Sam Smith, The Four Tops, Michael Jackson, Katy Perry, Adele, The Temptations, Billy Joel, Prince, Meghan Trainor, Bruno Mars, Michael Bublé and more. Their show "A NIGHT OF HITS" brings you a staggering 50+ songs in just 90 minutes!

Featuring performers from the Broadway and National Touring companies of *Hairspray*, *The Lion King*, *Jesus Christ Superstar*, *Camelot* and the Emmy Award winning NBC mini-series *The Temptations*, THE COMPANY MEN bring a signature throwback sound, contemporary look and an all-star band, which has the widest demographic appeal of any touring act.



### **Congressman Mac Thornberry**

Chairman, House Armed Services Committee; United States House of Representatives (Texas)

Congressman Mac Thornberry is a fifth-generation Texan and lifelong resident of the 13th District of Texas, which he represents in the U.S. House of Representatives.

Mac is the Chairman of the House Armed Services Committee – the first Texan of either party to hold the position. In a time of unprecedented security challenges, Mac is committed to ensuring that the United States has the military capability and agility to protect the nation and our interests around the world. His priority as Chairman is to support and provide for the men and women who serve our country. In addition, he is leading a major defense reform effort to see that tax dollars are used more effectively and efficiently and that the U.S. is better able to meet the many threats we face.

In his time in Congress, Mac has served as a member of the House Permanent Select Committee on Intelligence, Budget Committee, Resources Committee, and Select Committee on Homeland Security. In 2011 and 2012, he chaired the Task Force on Cybersecurity.

Mac previously served as Deputy Secretary of State for Legislative Affairs under President Ronald Reagan, as a Chief of Staff on Capitol Hill, and practiced law in Amarillo, Texas. Mac's family has been ranching in the 13th District since 1881 – a family business in which he remains actively involved.

Mac graduated from Texas Tech University and received a law degree from the University of Texas. His wife, Sally, is also a native Texan. They have two children.



### **Congressman Mike Turner**

Chairman, NATO Parliamentary Assembly; United States House of Representatives (Ohio)

Congressman Mike Turner is a lifelong resident of Southwest Ohio.

His father worked in the manufacturing industry in Dayton for over 40 years, and his mother taught elementary school in the Huber Heights School District. His parents are residents of Greene County. Congressman Turner is married to Majida Turner and is the proud father of two daughters, Carolyn and

Jessica Turner.

Congressman Turner was first elected to Congress in 2002. In Congress, Turner serves as a senior member of the Oversight and Government Reform Committee and a subcommittee Chairman on the Armed Services Committee.

In the 109th Congress, Congressman Turner served as Chairman of the Oversight and Government Reform's Subcommittee on Federalism and the Census. During his tenure, he helped save the Community Development Block Grant Program.

Prior to Congressman Turner's election, there was no advocate for Wright-Patterson Air Force Base on the important House Armed Services Committee. Congressman Turner filled that void and throughout his time in Congress, Wright-Patt has successfully added approximately 10,000 jobs and remains the largest single-site employer in the state of Ohio.

Congressman Turner previously served as the Chairman of the House Armed Services Subcommittee on Strategic Forces, where he had jurisdiction over the nation's nuclear arsenal, the Department of Defense's intelligence programs, and also over missile defense systems.

Turner currently serves as the Chairman of the House Armed Services Tactical Air and Land Forces Subcommittee which oversees ammunition programs, Army and Air Force acquisition programs, all Navy and Marine Corps aviation programs, National Guard and Army and Air Force National Guard and Reserve. Turner's chairmanship ensures that America's soldiers and airmen are fully equipped to carry out their mission.

In January of 2011, Turner was appointed Chairman of the US Delegation to the North Atlantic Treaty Organization (NATO) Parliamentary Assembly the inter-parliamentary organization of legislators from the countries of the North Atlantic Alliance. In December of 2014, Turner was elected President of the NATO Parliamentary Assembly.

In January 2015, the Speaker of the House appointed Congressman Turner to the House Intelligence Committee. He is one of only two members of Congress to serve on both the House Intelligence Committee and as a Subcommittee Chairman on the House Armed Services Committee.



### **Ambassador Robert H. Tuttle**

Trustee, The Ronald Reagan Presidential Foundation and Institute; Former U.S. Ambassador to the Court of St. James's

Robert Holmes Tuttle served as U.S. Ambassador to the Court of St. James's from July 2005 to February 2009. A businessman with extensive experience in the private sector, Ambassador Tuttle is Co-Managing Partner of Tuttle-Click Automotive Group, one of the nation's larger retail automotive companies.

Ambassador Tuttle has served on the boards of several prominent civic organizations, including the Ronald Reagan Presidential Library Foundation, the USC Annenberg School for Communication, and the Los Angeles Museum of Contemporary Art, where he was Chairman from 2001 to 2004.

Ambassador Tuttle began a second career in the public sector when he joined the White House staff in 1982 as Special Assistant to President Reagan. In 1985, President Reagan appointed him Director of Presidential Personnel, a position he held until the end of the administration. By Presidential Appointment, Ambassador Tuttle served on the Board of Directors of the Woodrow Wilson International Center for Scholars for four years. He is currently serving as Co-Chairman of the Pacific Council on International Policy and as a member of the Board of Directors of the National Endowment for Democracy.

A California native, Ambassador Tuttle graduated from Stanford University and received his MBA from the University of Southern California.



### **The Honorable Pete Wilson**

Trustee, The Ronald Reagan Presidential Foundation and Institute; Former United States Senator; Former California Governor

Bringing more than 30 years of dedicated public service as Governor of California, U.S. Senator, Mayor of San Diego and California State Assemblyman, Pete Wilson is a principal in Bingham Consulting Group, based in the firm's Los Angeles office. He is also of counsel to Bingham McCutchen.

Pete strengthens Bingham Consulting's West Coast services by expanding its reach and experience nationally and internationally, particularly where business and governmental interests intertwine.

With a deep knowledge of policies, people and processes of government at all levels, he reinforces Bingham Consulting's philosophy that today's successful businesses need to work with governments — not only in Washington, D.C. — but on a state-by-state basis.

As Governor of California from 1991 to 1999, he is credited with leading California from the depths of recession to prosperous economic recovery. Insisting on strict budget discipline and rehabilitation of the state's then-hostile environment toward investment and job creation, Pete provided for market-based unsubsidized health coverage for employees of small businesses and obtained anti-fraud measures that drove down workers' compensation premiums by 40 percent. Under his leadership, California also enacted sweeping welfare reforms and historic education reforms.

After leaving office, he spent two years as a managing director of Pacific Capital Group, a merchant bank based in Los Angeles. He serves as a director of the Irvine Company, U.S. Telepacific Corporation, Inc., National Information Consortium Inc. and IDT Entertainment. He is a member of the Board of Advisers of Thomas Weisel Partners, a San Francisco merchant bank. He also served as Chairman of the Japan Task Force of the Pacific Council on International Policy, which produced an analysis of Japanese economic and national security prospects over the next decade titled "Can Japan Come Back?"



### **The Honorable Robert O. Work**

Deputy Secretary of Defense

Robert O. Work was confirmed as the 32nd Deputy Secretary of Defense on April 30, 2014.

Mr. Work most recently served as Chief Executive Officer of the Center for a New American Security (CNAS). From 2009 to 2013, Mr. Work served as the Undersecretary of the Navy. In this capacity, he was the Deputy and Principal Assistant to the Secretary of the Navy and acted with full authority of the Secretary in the day-to-day management of the Department of the Navy.

In 2008, Mr. Work served on President-elect Barack Obama's Department of Defense Transition Team as leader of the Department of the Navy issues team. He also worked on the defense policy, acquisition, and budget teams.

In 2002, Mr. Work joined the Center for Strategic and Budgetary Assessments (CSBA), first as the Senior Fellow for Maritime Affairs, and later as the Vice President for Strategic Studies. In these positions, he focused on defense strategy and programs, revolutions in war, Department of Defense transformation, and maritime affairs.

Mr. Work was also an adjunct professor at George Washington University, where he taught defense analysis and roles and missions of the armed forces.

Mr. Work was a Distinguished Graduate of the Naval Reserve Officers Training Course at the University of Illinois, and was commissioned a Second Lieutenant in the U.S. Marine Corps in August 1974. During his 27-year military career, he held a wide range of command, leadership, and management positions. He commanded an artillery battery and a battalion, and was the Base Commander at Camp Fuji, Japan. His last assignment was as Military Assistant and Senior Aide to the Honorable Richard Danzig, 71st secretary of the Navy.

Mr. Work earned a Bachelor of Science degree in Biology from the University of Illinois; a Master of Science in Systems Management from the University of Southern California; a Master of Science in Space System Operations from the Naval Postgraduate School; and a Master in International Public Policy from the Johns Hopkins School of Advanced International Studies. He is a member of the International Institute for Strategic Studies (IISS).

His military and civilian awards include the Legion of Merit, Meritorious Service Medal, Defense Meritorious Service Medal, and the Navy Distinguished Civilian Service Award.



### **The Honorable Dov S. Zakheim**

Former Under Secretary of Defense (Comptroller/CFO)

Dov S. Zakheim is Senior Advisor at the Center for Strategic and International Studies and Senior Fellow at the CNA Corporation. Previously he was Senior Vice President of Booz Allen Hamilton where he led the Firm's support of U.S. Combatant Commanders worldwide.

From 2001 to April 2004 he was Under Secretary of Defense (Comptroller) and Chief Financial Officer for the Department of Defense, serving as principal advisor to the Secretary of Defense on financial and budgetary matters, leading over 50,000 staff, developing and managing the world's largest budgets. From 2002-2004 Dr. Zakheim was DOD's Coordinator of Civilian Programs in Afghanistan.

From 1987 to 2001 he was both Corporate Vice President of System Planning Corporation, a technology and analysis firm based in Arlington, Va. and Chief Executive Officer of its international subsidiary. During the 2000 presidential campaign, he served as a senior foreign policy advisor to then-Governor Bush. From 1985 until March 1987, Dr. Zakheim was Deputy Under Secretary of Defense for Planning and Resources.

Dr. Zakheim has served on numerous government, corporate, non-profit and charitable boards, including the congressionally-mandated United States Commission for the Preservation of America's Heritage Abroad, the Commission on Wartime

Contracting in Iraq and Afghanistan, and the Military Compensation and Retirement Commission. He is currently a member of the Chief of Naval Operations Executive Panel, the Council on Foreign Relations and the Defense Business Board, which he helped to establish. He is a Fellow of the Royal Swedish Academy of War Sciences. He also serves as Vice Chair-man of the Center for the National Interest and of the Foreign Policy Research Institute.

A 1970 graduate of Columbia University with a B.A., Summa Cum Laude, Dr. Zakheim also studied at the London School of Economics. He holds a doctorate in economics and politics at St. Antony's College, University of Oxford, and has been an adjunct professor at several universities including the National War College, Columbia University and Yeshiva University.

The author of numerous articles, monographs and books, Dr. Zakheim lectures and pro-vides media commentary on national security issues domestically and internationally. He blogs on Foreign Policy/Shadow Government and The National Interest. He is the recipient of numerous awards for his government, professional and civic work, including the Defense Department's highest civilian award in 1986, 1987 and 2004.

## REAGAN NATIONAL DEFENSE FORUM EXECUTIVE COMMITTEE



### **Mr. John D. Heubusch**

Executive Director, The Ronald Reagan Presidential Foundation and Institute

John Heubusch's career has spanned politics, public service, philanthropy, and the Fortune 500.

Prior to his role as Executive Director, Mr. Heubusch served as the COO of Avalon Capital Group, Inc., a wholly owned private investment company with over \$1 billion in assets and diverse interests in technology, energy, finance and entertainment. While at Avalon Capital, he also served as President of The Waitt Family

Foundation where he oversaw the organization's charitable programs.

Before joining Avalon, Mr. Heubusch was the Chief Administrative Officer of Gateway, Inc., the Fortune 500 computer icon, responsible for managing its Strategy, Human Resources, Facilities, Legal and Government Relations departments.

Previous to his work with Gateway, he was the Executive Director of the National Republican Senatorial Committee (NRSC) during the 1995-1996 election cycle. Under his leadership, two more seats were added to the Republican column in the Senate, bringing the number to 55.

Prior to his appointment to the NRSC, Mr. Heubusch served Elizabeth Dole as the Vice President of Communications for the American Red Cross, one of the largest non-profit humanitarian organizations in the world, from 1991-1994. In this capacity, he was accountable for all internal and external communication activities for the organization, including advertising, media relations, and public affairs.

During the Bush (41) Administration, Mr. Heubusch was Chief of Staff to Secretary of Labor Elizabeth Dole from 1989 to 1991. At the Labor Department, he served as a senior advisor to the Secretary, with responsibility for assisting in operations of the department.

Mr. Heubusch also worked on Capitol Hill and was on the staff of Representative Denny Smith (R-OR) from 1981-1988. He served as Chief of Staff to Representative Smith, Staff Director for the Congressional Military Reform Caucus, and Associate Staff Member of the Committee on the Budget. From 1980-1981, he was a Research Analyst with the Office of the Secretary, Department of the U.S. Air Force, at the Pentagon in Washington, DC.

Mr. Heubusch has earned a Master's Degree in National Security Studies from Georgetown University and Bachelor's Degrees in Political Science and English from the Virginia Polytechnic Institute and State University.



### **Mr. Bob Cochran**

Director of Development, Ronald Reagan Presidential Foundation and Institute

Bob was appointed in May, 2016 as the Director of Development for the Ronald Reagan Presidential Foundation and Institute located in Washington, DC where he focuses his efforts on raising funds for the Reagan National Defense Forum (RNDF) held annually at the Reagan Library in Simi Valley, California, as well as for the new Reagan Foundation and Institute mission in Washington, DC.

As a co-founder of the Reagan National Defense Forum, Bob serves as a member of the RNDF Executive Committee and was instrumental in organizing the annual inaugural event back in 2013. The Reagan National Defense Forum brings together leaders and key stakeholders in the defense community – including Members of Congress, civilian officials and military leaders from the Defense Department and industry, to address the health of our national defense and stimulate discussions that promote policies to strengthen the U.S. Military.

Prior to his appointment at the Reagan Foundation, Bob spent over thirty years in the government and private sector including Senior Partner at McKeon Group, Chief Operating Officer for Porter Gordon Silver, and Chairman Buck McKeon's chief of staff for twenty years.

As Chief of Staff to Chairman Buck McKeon, Bob was instrumental in running McKeon's successful chairmanship campaigns for both the House Armed Services and House Education and Workforce Committees. As one of Chairman McKeon's key

advisors, Bob was active in key policy areas of national security and defense along with education and workforce issues. Additionally, Bob was pivotal in creating a mentoring program to assist other Members of Congress and their staff in developing effective congressional operations.

The Ronald Reagan Presidential Foundation is a non-profit, non-partisan organization which sustains the Ronald Reagan Presidential Library and Museum, the Ronald Reagan Institute, the Center for Public Affairs, the Presidential Learning Center and the Air Force One Pavilion. Located in Simi Valley, California the Library houses over 55 million pages of Gubernatorial, Presidential and personal papers of Ronald and Nancy Reagan. It now serves as the final resting place of President and Mrs. Reagan.

Bob, a native Californian, was selected by the Chicago White Sox Organization for the 1975 Professional Baseball Draft, but he chose instead to accept a baseball scholarship to attend California State University at Los Angeles. He is married to the former Kellie Ann Going, an administrator in Fairfax County Public Schools and together they have three grown children and one grandchild.



### **Ms. Shahla Seaborn**

Reagan National Defense Forum

Shahla Seaborn has been involved in national and international event planning, fundraising, communications, and political consulting for nearly 15 years. Specialties include strategic planning and execution of major events with national and global dignitaries, including foreign heads of state, U.S. Presidents, cabinet secretaries, governors, members of congress and corporate and non-profit entities.

As a political finance director, Shahla has directed and executed multi-million dollar fundraising activities for former New York City Mayor and Presidential candidate, Rudy Giuliani, U.S. Senate Majority Leader Bill Frist, the National Republican Senatorial Committee, the National Republican Congressional Committee, the Republican Governor's Association and in the campaign efforts of multiple governors and members of congress.

As Director of Initiative and Events for the Ronald Reagan Centennial Celebration, Shahla helped direct strategic corporate partnerships and legacy branding activities with the Ronald Reagan Presidential Foundation. Galas, statue unveilings and educational initiatives were held throughout the United States and Europe with dignitaries to mark the 100th birthday of former President Ronald Reagan. As a member of the Reagan National Defense Forum's Executive Committee, Shahla works with the Honorary Steering Committee and the Foundation on the planning, program content and execution of the conference to bring together key leaders from the defense community to the Reagan Library.



### **Mr. Roger Zakheim**

Partner, Covington

Roger Zakheim practices in the firm's public policy and government affairs, CFIUS and Government Contracts practice groups. Mr. Zakheim provides advisory and advocacy support to clients facing policy and regulatory challenges in the aerospace, defense and national security sector.

Before joining the firm, Mr. Zakheim was General Counsel and Deputy Staff Director of the U.S. House Armed Services Committee. In this role, Mr. Zakheim managed the passage of the annual National Defense Authorization Act (NDAA). The NDAA is the annual defense policy bill which authorizes the Defense Department's \$600 billion budget.

Mr. Zakheim's previous experience includes serving as Deputy Assistant Secretary of Defense, where he managed the department's policies and programs related to the Iraq and Afghanistan coalition affairs.

Mr. Zakheim frequently speaks and writes on national security and defense issues. His views have appeared in the Wall Street Journal, New York Times, Politico, National Public Radio, Fox News, CNN, BBC, The Weekly Standard, National Review, among other media outlets.

Defense News called Mr. Zakheim one of the "100 Most Influential People in U.S. Defense," noting that he is widely "regarded as one of the top GOP young guns." Foreign Policy magazine recently named him one of the "Top 50 Republicans in GOP Foreign Policy."

# RNDF TIMELINE & LOCATIONS

Subject to change

7:30 AM – 8:45 AM

Air Force One Pavilion First Level

**PANEL 1: A VIEW OF U.S. NATIONAL DEFENSE FROM FRIENDS AND ALLIES**

9:00 AM – 10:15 AM

Annenberg Presidential Learning Center

**PANEL 2: 75 YEARS AFTER PEARL HARBOR – LESSONS LEARNED FOR THE NEXT GREATEST GENERATION FROM THE GREATEST GENERATION**

9:00 AM – 10:15 AM

Air Force One Pavilion Second Level

**PANEL 3: NON-PROLIFERATION AND STRATEGIC DETERRENCE: ASSESSING THE ROLE OF THE TRIAD IN U.S. NATIONAL DEFENSE**

10:45 AM – 12:00 PM

Annenberg Presidential Learning Center

**PANEL 4 - DEBATE: DoD NEEDS TO REFORM INSTEAD OF REBUILD**

10:45 AM – 12:00 PM

Air Force One Pavilion Second Level

**PANEL 5: INNOVATION AND TECHNOLOGY IN COUNTERING CYBER ATTACKS**

12:30 PM – 1:30 PM

Air Force One Pavilion First Level

**KEYNOTE LUNCHEON WITH GENERAL JOSEPH F. DUNFORD, JR., CHAIRMAN OF THE JOINT CHIEFS OF STAFF**

1:45 PM – 3:00 PM

Annenberg Presidential Learning Center

**PANEL 6: RESTORING DETERRENCE IN AN ERA OF REVANCHIST POWERS**

1:45 PM – 3:00 PM

Air Force One Pavilion Second Level

**PANEL 7 - PASSING THE BATON: PRIORITIZING NATIONAL DEFENSE IN THE NEXT ADMINISTRATION DURING THE TRANSITION**

3:30 PM – 4:45 PM

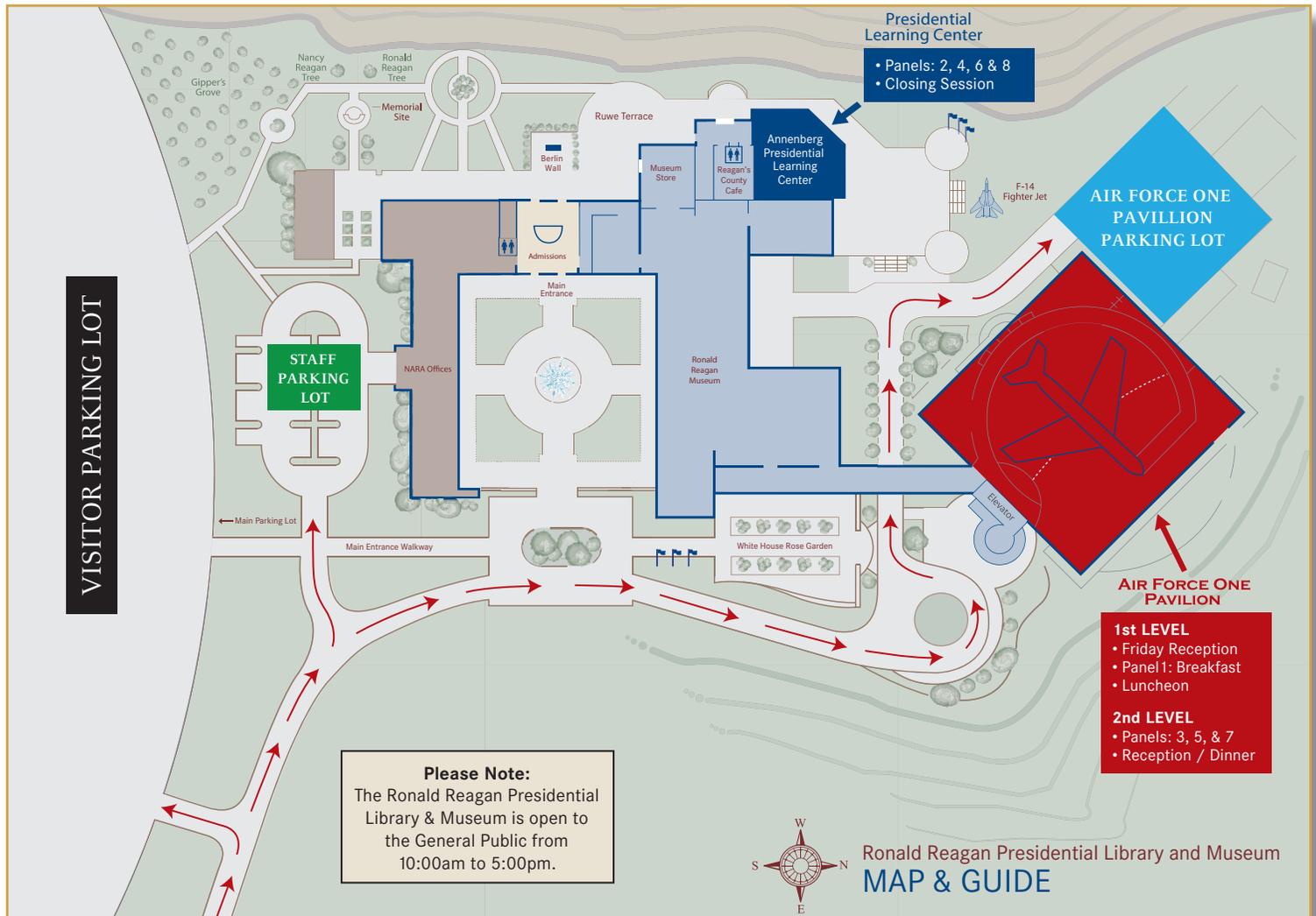
Annenberg Presidential Learning Center

**PANEL 8: FORMER SECRETARIES OF DEFENSE ASSESS THE STATE OF OUR NATIONAL DEFENSE: WHERE WE ARE AND WHERE DO WE NEED TO GO?**

5:00 PM – 5:45 PM

Annenberg Presidential Learning Center

**CLOSING SESSION WITH THE HONORABLE ASH CARTER, SECRETARY OF DEFENSE**





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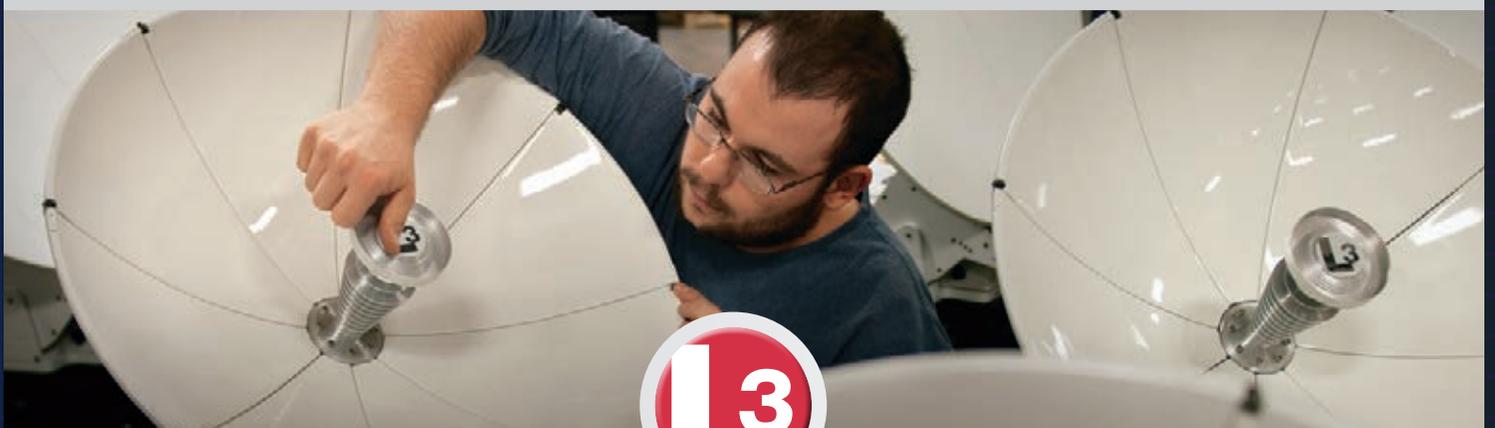
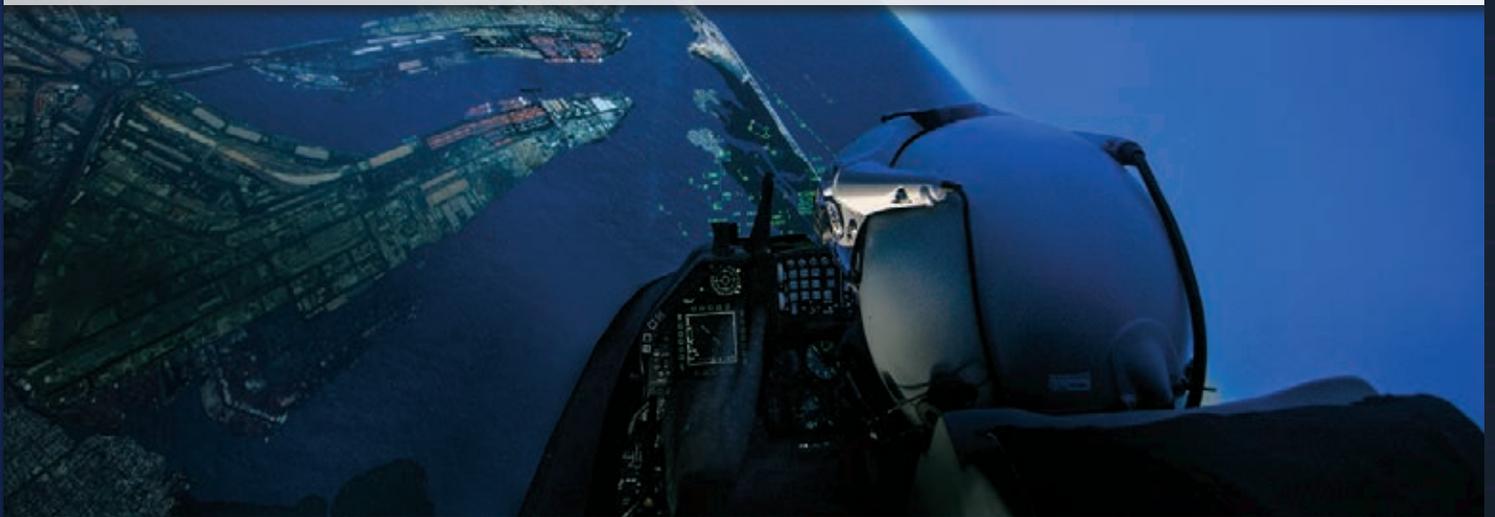
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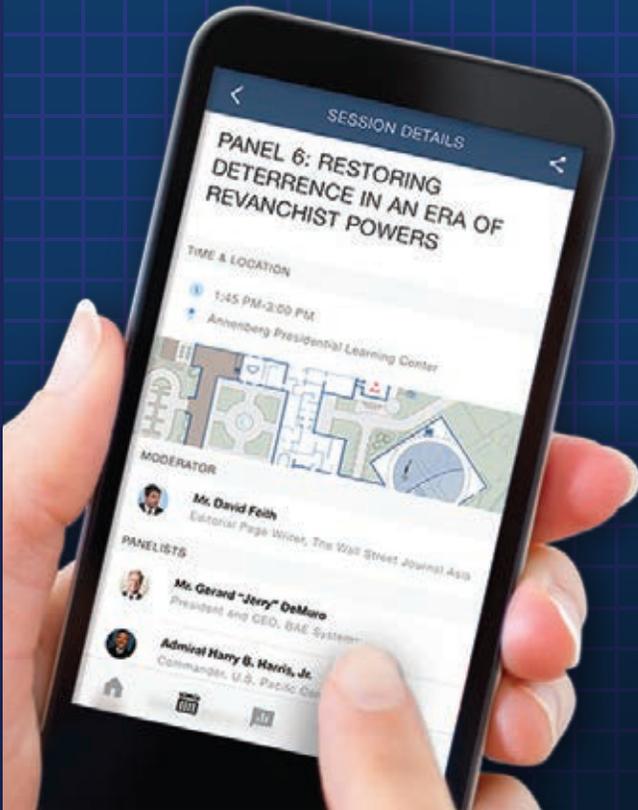
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Nachhattar S. Chandi  
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