SATURDAY, DECEMBER 4

8:00 AM – 9:15 AM  
PANEL 1 & BREAKFAST  
WE THE PEOPLE...PUBLIC PERCEPTION OF AMERICAN LEADERSHIP IN THE WORLD  
Panelists:  
• Sen. Tammy Duckworth, U.S. Senator, Illinois  
• Sen. Joni Ernst, U.S. Senator, Iowa  
• Gen. James C. McConville, Chief of Staff, U.S. Army  
• Mr. Karl Rove, Former Deputy Chief of Staff, President George W. Bush  
• Mr. Brad Smith, President, Microsoft  
Moderator: Ms. Catherine Herridge, CBS News

9:15 AM – 9:35 AM  
Morning Break 1

9:35 AM – 10:30 AM  
PANEL 2  
A MANUFACTURING RENAISSANCE: BOLSTERING U.S. PRODUCTION FOR NATIONAL SECURITY AND ECONOMIC PROSPERITY  
Presentation of Task Force Report:  
• Ms. Marillyn Hewson, Former Chairman, President and CEO, Lockheed Martin Corporation  
• Mr. David McCormick, CEO, Bridgewater Associates  
Panel Discussion:  
• Rep. Chrissy Houlahan, U.S. Representative, Pennsylvania  
• Dr. Nadia Schadlow, Former U.S. Deputy National Security Advisor for Strategy  
• Mr. Bob Sternfels, Global Managing Partner, McKinsey & Company  
Moderator: Mr. Joe Gould, Defense News

10:30 AM – 10:55 AM  
Morning Break 2

10:55 AM – 11:50 AM  
PANEL 4  
DEFENSE IN THE DIGITAL AGE: U.S. CYBER CAPABILITIES AND THE FUTURE OF WARFARE  
Panelists:  
• Rep. Mike Gallagher, U.S. Representative, Wisconsin  
• Adm. Michael M. Gilday, Chief of Naval Operations, U.S. Navy  
• Dr. Alex Karp, Co-Founder and CEO, Palantir Technologies  
• Gen. Paul M. Nakasone, Commander, U.S. Cyber Command  
Moderator: Mr. Julian Barnes, New York Times

11:50 AM – 1:50 PM  
PANEL 5  
IN THE INTEREST OF ALL: ADVANCING INTERNATIONAL SECURITY WITH ALLIES AND PARTNERS  
Panelists:  
• Adm. John Aquilino, Commander, U.S. Indo-Pacific Command  
• Ms. Leanne Caret, President and CEO, Boeing Defense, Space, and Security  
• Dr. William Inboden, Former Senior Director for Strategic Planning, National Security Council, President George W. Bush  
• Gen. Laura J. Richardson, Commander, U.S. Southern Command  
Moderator: Mr. David Ignatius, Washington Post

11:50 AM – 1:50 PM  
LUNCHEON KEYNOTE AND DISCUSSION  
THE HONORABLE LLOYD J. AUSTIN III, U.S. SECRETARY OF DEFENSE  
Moderator: Mr. Bret Baier, FOX News Channel
2:00 PM – 2:55 PM
Panel 6
PACING THREAT IN THE PACIFIC: HOW SHOULD THE NEW NATIONAL DEFENSE STRATEGY CONTEND WITH CHINA?
Panelists:
• Gen. David H. Berger, Commandant, U.S. Marine Corps
• Mr. Elbridge A. Colby, Former U.S. Deputy Assistant Secretary of Defense for Strategy and Force Development
• Sen. Jack Reed, Chairman, Senate Armed Services Committee
• Ms. Kathy Warden, Chairman, CEO, and President, Northrop Grumman Corporation
• Hon. Christine Wormuth, Secretary, U.S. Army
Moderator: Ms. Kathy Gilsinan, The Atlantic

2:00 PM – 2:55 PM
Panel 7
DOLLARS AND SENSE: STRATEGY-BASED BUDGETING FOR TODAY AND TOMORROW
Panelists:
• Hon. Frank Kendall, Secretary, U.S. Air Force
• Rep. Adam Smith, Chairman, House Armed Services Committee
• Mr. James D. Taiclet, Chairman, CEO and President, Lockheed Martin Corporation
• Hon. Jim Talent, Former U.S. Senator, Missouri
Moderator: Ms. Kate Bachelder Odell, The Wall Street Journal

3:00 PM – 3:55 PM
Panel 8
WHEN THE DUST SETTLES: THE FUTURE OF CENTCOM IN THE ERA OF STRATEGIC COMPETITION
Panelists:
• Mr. Chris Brose, Chief Strategy Officer, Anduril Industries
• Rep. Jason Crow, U.S. Representative, Colorado
• Hon. Michèle Flournoy, Former U.S. Under Secretary of Defense for Policy
• Rep. Mike Waltz, U.S. Representative, Florida
Moderator: Ms. Jennifer Griffin, FOX News Channel

3:00 PM – 3:55 PM
Panel 9
OPERATION INNOVATION: THE STATE OF THE NATIONAL SECURITY INNOVATION BASE
Panelists:
• Gen. Charles Q. Brown Jr., Chief of Staff, U.S. Air Force
• Rep. Ken Calvert, Ranking Member, House Appropriations Defense Subcommittee
• Mr. Joe Lonsdale, Co-Founder and Managing Partner, 8VC
• Hon. Heidi Shyu, U.S. Under Secretary of Defense for Research and Engineering
Moderator: Ms. Morgan Brennan, CNBC

3:55 PM – 4:15 PM
Afternoon Break

4:15 PM – 5:00 PM
Panel 10
PEACE THROUGH STRENGTH AWARDS CEREMONY
Panelists:
• Hon. William M. “Mac” Thornberry, Former Chairman, House Armed Services Committee
• Hon. Robert O. Work, Former U.S. Deputy Secretary of Defense

5:00 PM – 5:45 PM
Panel 10
ENDURING CHALLENGES AND STRATEGIC CHOICES: A CONVERSATION WITH FORMER SECRETARIES OF DEFENSE
Panelists:
• Hon. Mark T. Esper, Former U.S. Secretary of Defense
• Hon. Leon Panetta, Former U.S. Secretary of Defense
Moderator: Mr. Bill Hemmer, FOX News Channel

5:45 PM – 7:15 PM
Closing Reception