FRIDAY, NOVEMBER 30

**4:30 PM**
**CHECK-IN OPENS**
Your RNDF Credential and Lanyard will be distributed to you at the Air Force One Pavilion, Second Level. Please be sure to keep your Credential on at all times while on campus.

**5:15 PM**
**WELCOME RECEPTION**
All RNDF Attendees and Speakers Welcome, Guided Museum Tours Available

SATURDAY, DECEMBER 1

**6:30 AM**
**CHECK-IN OPENS**
If you did not pick up your RNDF Credential on Friday, your Credential and Lanyard will be distributed to you at the Air Force One Pavilion, Second Level. Please be sure to keep your Credential on at all times while on campus.

**7:30 AM – 8:45 AM**
**BREAKFAST & PANEL 1**
**THE AMERICAN PEOPLE BELIEVE...HOW ARE THE AMERICAN PEOPLE LOOKING AT OUR MILITARY AND THE PENTAGON AFTER THE MIDTERMS?**
Evaluate the American people’s understandings, misunderstandings, and expectations for their military and our national security.

**Panelists:**
- Congresswoman Liz Cheney, U.S. House of Representatives, Wyoming
- Mr. Pete Hegseth, Co-Host, Fox and Friends
- Senator Angus King, U.S. Senate, Maine

**Moderator:** Mr. Tunku Varadarajan, Hoover Institute

**9:00 AM – 9:45 AM**
**PANEL 2**
**SECURITY COOPERATION & INTERNATIONAL ARMS SALES: IS THE U.S. WINNING THE COMPETITION?**
Evaluate the effectiveness of U.S. foreign military sales in bolstering U.S. national interests.

**Panelists:**
- Ms. Leanne Caret, President and CEO of Defense, Space and Security, The Boeing Company
- The Honorable Michele Flournoy, Former Under Secretary of Defense for Policy
- Congresswoman Kay Granger, U.S. House of Representatives, Texas
- The Honorable Andrea Thompson, Under Secretary of State for Arms Control and International Security

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

**9:00 AM – 9:45 AM**
**PANEL 3**
**A DEFENSE INDUSTRIAL AND INNOVATION BASE FOR THE 21ST CENTURY: WILL WE HAVE THE TECHNOLOGY TO COMPETE WITH CHINA?**
Assess the ability of our defense industrial and innovation base to compete with China.

**Panelists:**
- Mr. Bill Brown, Chairman President and CEO, Harris Corporation
- Congressman Mike Gallagher, U.S. House of Representatives, Wisconsin
- The Honorable Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment

**Moderator:** Ms. Missy Ryan, The Washington Post
10:00 AM – 10:45 AM
ANNENBERG PRESIDENTIAL LEARNING CENTER

PANEL 4
A DEFENSE INDUSTRIAL & INNOVATION BASE WORKFORCE FOR THE 21ST CENTURY: WINNING THE COMPETITION FOR HIGHLY SKILLED WORKERS INSIDE & OUTSIDE THE PENTAGON.
Evaluating the ability of the military and defense industrial base to recruit and retain the best talent.
Panelists:
• Congressman Ken Calvert, U.S. House of Representatives, California
• The Honorable Mark Esper, Secretary of the U.S. Army
• Ms. Marillyn Hewson, Chairman, President and CEO, Lockheed Martin
• Congresswoman Stephanie Murphy, U.S. House of Representatives, Florida
Moderator: Mr. Bill Hemmer, Fox News

10:00 AM – 10:45 AM
AIR FORCE ONE PAVILION SECOND LEVEL

PANEL 5
A VIEW OF DEFENSE FROM SILICON VALLEY: HOW CAN WE BETTER ENGAGE THE TECH WORLD?
Assess the relationship between the defense sector and the tech industry.
Panelists:
• Mr. Michael Brown, Director, Defense Innovation Unit
• Mr. Palmer Luckey, Founder, Anduril Industries
• Ms. Rachel Olney, PhD, Stanford University; Founder and CEO, Geosite
• Mr. Brad Smith, President and Chief Legal Officer, Microsoft
Moderator: Mr. Ryan Evans, War on the Rocks

11:00 AM – 12:00 PM
AIR FORCE ONE PAVILION FIRST LEVEL

KEYNOTE ADDRESS WITH THE U.S. SECRETARY OF DEFENSE
THE HONORABLE JAMES N. MATTIS
Moderator: Mr. Bret Baier, Fox News

12:00 PM – 12:45 PM
AIR FORCE ONE PAVILION FIRST LEVEL

LUNCHEON & DISCUSSION: A VIEW FROM CONGRESS
A conversation with the Chairman and Ranking Member of the House Armed Services Committee.
Moderator: Mr. Roger Zakheim, Ronald Reagan Institute

1:00 PM – 1:45 PM
ANNENBERG PRESIDENTIAL LEARNING CENTER

PANEL 6
STAR WARS: WHAT DOES SDI TEACH US ABOUT TECHNOLOGY IN MILITARY COMPETITION?
Evaluate the historic lessons of the Strategic Defense Initiative and their implications for today.
Panelists:
• General Hawk Carlisle (USAF, Retired), President and CEO, National Defense Industrial Association (NDIA)
• Dr. Thomas Kennedy, Chairman and CEO, Raytheon
• Senator Jon Kyl, U.S. Senate, Arizona
Moderator: Ms. Morgan Brennan, CNBC

1:00 PM – 1:45 PM
AIR FORCE ONE PAVILION SECOND LEVEL

PANEL 7
WINNING IN THE GRAY ZONE: COUNTERING RUSSIA & CHINA BELOW THE LEVEL OF ARMED CONFLICT.
Determine the strategies and tools necessary to counter disinformation, cyber, & hybrid warfare campaigns.
Panelists:
• Congressman Jim Langevin, U.S. House of Representatives, Rhode Island
• General Robert Neller, Commandant of the U.S. Marine Corps
• The Honorable Nadia Schadlow, Former Deputy National Security Adviser for Strategy
Moderator: Mr. Julian Barnes, The New York Times

2:00 PM – 2:45 PM
ANNENBERG PRESIDENTIAL LEARNING CENTER

PANEL 8
IRAN, SYRIA, AND ISIS: DOES THE MILITARY HAVE THE RIGHT FOOTPRINT IN THE MIDDLE EAST?
Assess U.S. strategy, presence, and interests in the Middle East.
Panelists:
• Senator Joni Ernst, U.S. Senate, Iowa
• The Honorable Kathleen Hicks, Director, International Security Program, Center for Strategic & International Studies
• Senator Jeanne Shaheen, U.S. Senator, New Hampshire
Moderator: Ms. Jennifer Griffin, Fox News

2:00 PM – 2:45 PM
AIR FORCE ONE PAVILION SECOND LEVEL

PANEL 9
WILL THE U.S. REMAIN THE PREEMINENT MILITARY POWER? AN ASSESSMENT OF THE NATIONAL DEFENSE STRATEGY.
Assess the U.S. National Defense Strategy and our ability to retain our military preeminence in an era of great power competition.
Panelists:
• The Honorable Eric Edelman, Former Under Secretary of Defense for Policy; Co-Chair, National Defense Strategy Comm.
• Admiral Gary Roughead (USN, Retired), Former Chief of Naval Operations; Co-Chair, National Defense Strategy Comm.
• The Honorable Heather Wilson, Secretary of the U.S. Air Force
Moderator: Ms. Barbara Starr, CNN
3:00 PM – 3:45 PM  PANEL 10
THE ROLE OF ALLIES AND ALLIANCES IN GREAT POWER COMPETITION.
Provide the perspective on how the U.S. is leveraging allies and alliances in executing the National Defense Strategy.
Panelists:
• The Honorable John Rood, Under Secretary of Defense for Policy
• Congressman Adam Smith, U.S. House of Representatives, Washington
• The Rt. Honourable Gavin Williamson, Secretary for Defence of the United Kingdom
Moderator: Mr. Gordon Lubold, The Wall Street Journal

3:00 PM – 3:45 PM  PANEL 11
REBUILD OR RETURN TO SEQUESTRATION? ASSESSING WHAT WE CAN EXPECT IN THE DEFENSE BUDGET.
What can we expect from the Trump Administration? How will the new Congress react?
Panelists:
• General Jack Keane (USA, Retired) Former Vice Chief of Staff of the U.S. Army
• Congressman Steve Womack, U.S. House of Representatives, Arkansas
• The Honorable Robert Work, Former Deputy Secretary of Defense
Moderator: Mr. Marcus Weisgerber, Defense One

3:45 PM – 4:15 PM  BREAK

4:15 PM – 5:30 PM  PANEL 12 CLOSING SESSION
A TOUR OF GLOBAL HOT SPOTS: HOW ARE WE DOING TODAY AND WHAT'S THE OUTLOOK FOR TOMORROW?
A wide-ranging discussion on the state of our national security.
Panelists:
• The Honorable H.R. McMaster, Former National Security Advisor
• The Honorable Michael Morell, Former Acting Director of the CIA
• The Honorable Leon Panetta, Former Director of the CIA; Former Secretary of Defense
Moderator: Mr. Bill Hemmer, Fox News