FRIDAY, DECEMBER 6

4:30 PM
CHECK-IN OPENS
RNDF credentials and lanyards will be distributed 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 are welcome and guided Museum tours available.

SATURDAY, DECEMBER 7

6:30 AM
CHECK-IN OPENS
If you did not pick up your RNDF credential on Friday, your credential and lanyard will be available 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
WHAT AMERICANS THINK: PUBLIC OPINION ON DEFENSE & NATIONAL SECURITY GOING INTO 2020
Panelists:
• Mr. William “Bill” Brown, Chair, President and CEO, L3 Harris Technologies
• Rep. Liz Cheney, Chair, House Republican Conference | U.S. Representative, Wyoming
• Sen. Tammy Duckworth, U.S. Senator, Illinois
• Mr. Karl Rove, Former Deputy Chief of Staff, President George W. Bush
Moderator: Mr. Jonathan Karl, ABC News

9:00 AM – 9:45 AM
TRAINING AND EQUIPPING THE JOINT FORCE TO EXECUTE THE NATIONAL DEFENSE STRATEGY
Panelists:
• Gen. David Berger, Commandant, U.S. Marine Corps
• Adm. Michael Gilday, Chief of Naval Operations, U.S. Navy
• Gen. David Goldfein, Chief of Staff, U.S. Air Force
• Gen. James McConville, Chief of Staff, U.S. Army
Moderator: Ms. Jennifer Griffin, Fox News

9:50 AM – 10:20 AM
FIRESIDE CHAT
TBA

10:20 AM – 10:45 AM
Morning Break
10:45 AM – 11:35 AM
ANNENBERG PRESIDENTIAL LEARNING CENTER

PANEL 2
UNDERSTANDING AND LEVERAGING THE NATIONAL SECURITY INNOVATION BASE

Presentation of Task Force Report:
- Sen. Jim Talent, Reagan Institute Task Force Co-Chair | Former U.S. Senator, Missouri

Panel Discussion:
- Ms. Leanne Caret, President and CEO, Boeing Defense, Space & Security
- Hon. Ryan McCarthy, Secretary, U.S. Army
- Rep. Seth Moulton, U.S. Representative, Massachusetts
Moderator: Mr. Gordon Lubold, The Wall Street Journal

10:45 AM – 11:35 AM
AIR FORCE ONE PAVILION SECOND LEVEL

PANEL 3
DEFENSE TRANSFORMATION: EVOLUTION OR REVOLUTION?

Panelists:
- Mr. Elbridge Colby, Former Deputy Assistant Secretary of Defense for Strategy and Force Development
- Hon. Ellen Lord, U.S. Under Secretary of Defense for Acquisition and Sustainment
- Mr. Horacio Rozanski, President and CEO, Booz Allen Hamilton, Inc.
- Ms. Kathy Warden, Chair, President and CEO, Northrop Grumman Corporation

Moderator: Mr. Michael Gordon, The Wall Street Journal

11:45 AM – 12:45 PM
AIR FORCE ONE PAVILION FIRST LEVEL

KEYNOTE ADDRESS
THE HONORABLE MARK ESPER, U.S. SECRETARY OF DEFENSE

Moderator: Mr. Bret Baier, Fox News

12:45 PM – 1:30 PM
AIR FORCE ONE PAVILION FIRST LEVEL

LUNCHEON

1:40 PM – 2:30 PM
ANNENBERG PRESIDENTIAL LEARNING CENTER

PANEL 4
STRENGTHENING NUCLEAR DETERRENCE: MODERNIZING THE TRIAD AND SUSTAINING ARMS CONTROL IN A POST-INF WORLD

Panelists:
- Rep. Mike Turner, U.S. Representative, Ohio

Moderator: Mr. Marcus Weisgerber, Defense One

1:40 PM – 2:30 PM
AIR FORCE ONE PAVILION SECOND LEVEL

PANEL 5
HARNESSING AND SECURING AMERICAN INNOVATION: HOW VENTURE CAPITAL IMPACTS DEFENSE

Panelists:
- Mr. Michael Brown, Director, Defense Innovation Unit
- Ms. Lisa Hershman, Acting Chief Management Officer, U.S. Department of Defense
- Mr. Peter Thiel, Partner, Founders Fund | Co-Founder and Chair, Palantir Technologies
- Mr. Josh Wolfe, Co-Founder and Managing Partner, Lux Capital

Moderator: Ms. Morgan Brennan, CNBC

2:40 PM – 3:30 PM
ANNENBERG PRESIDENTIAL LEARNING CENTER

PANEL 6
U.S.-CHINA RELATIONS AFTER THE TRADE WAR: IMPACTS FOR NATIONAL SECURITY AND DEFENSE

Panelists:
- Gen. Hawk Carlisle, USAF, Ret., President and CEO, National Defense Industrial Association
- Adm. Philip Davidson, Commander, U.S. Indo-Pacific Command
- Sen. Joni Ernst, U.S. Senator, Iowa
- Rep. Stephanie Murphy, U.S. Representative, Florida

Moderator: Ms. Kate O’Keefe, The Wall Street Journal

2:40 PM – 3:30 PM
AIR FORCE ONE PAVILION SECOND LEVEL

PANEL 7
NEXT STEPS IN SPACE: LAUNCHING AMERICA’S SIXTH MILITARY BRANCH

Panelists:
- Hon. Barbara Barrett, Secretary, U.S. Air Force
- Mr. Tory Bruno, President and CEO, United Launch Alliance
- Hon. Kathleen Hicks, Former Principal Deputy Under Secretary of Defense for Policy
- Rep. Mike Rogers, U.S. Representative, Alabama

Moderator: Mr. Aaron Mehta, Defense News
3:40 PM – 4:30 PM  
**PANEL 8**  
**THE TECHNOLOGICAL COLD WAR? HOW OPEN AND CLOSED SOCIETIES COMPETE IN THE 21ST CENTURY**  
Panelists:  
- Rep. Mike Gallagher, U.S. Representative, Wisconsin  
- Gen. Paul Nakasone, Commander, U.S. Cyber Command | Director, National Security Agency | Chief, Central Security Service  
- Rep. Adam Smith, Chair, House Armed Services Committee | U.S. Representative, Washington  
- Mr. Brad Smith, President, Microsoft  
**Moderator:** Mr. Julian Barnes, *The New York Times*  

3:40 PM – 4:30 PM  
**PANEL 9**  
**ADVANCING U.S. NATIONAL DEFENSE: WORKING WITH ALLIES AND PARTNERS**  
Panelists:  
- Hon. Michèle Flournoy, Former U.S. Under Secretary of Defense for Policy  
- Hon. Ng Eng Hen, Minister for Defence, Singapore  
- Hon. Peter Hultqvist, Minister for Defence, Sweden  
**Moderator:** Mr. Fred Hiatt, *The Washington Post*  

4:45 PM – 5:30 PM  
**PANEL 10**  
**FROM SYRIA TO CHINA: THE ROLE OF FREEDOM AND DEMOCRACY IN DEFENSE POLICY**  
Panelists:  
- Gen. James Mattis, USMC, Ret., Former U.S. Secretary of Defense  
- Hon. Leon Panetta, Former U.S. Secretary of Defense | Former Director, Central Intelligence Agency  
**Moderator:** Ms. Courtney Kube, NBC News  

5:30 PM – 6:05 PM  
**CLOSING SESSION**  
**THE HONORABLE ROBERT O’BRIEN, U.S. NATIONAL SECURITY ADVISOR**  
**Moderator:** Mr. Bill Hemmer, *Fox News*