

NDIA
AT THE HEART
OF THE MISSION



2022 VIRTUAL **EXPEDITIONARY** WARFARE CONFERENCE

Naval Expeditionary Operations in Joint All Domain Warfare

February 8 – 10, 2022 | [NDIA.org/VirtualEWC](https://ndia.org/VirtualEWC)



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NDIA

WHO WE ARE

The National Defense Industrial Association is the trusted leader in defense and national security associations. As a 501(c)(3) corporate and individual membership association, NDIA engages thoughtful and innovative leaders to exchange ideas, information, and capabilities that lead to the development of the best policies, practices, products, and technologies to ensure the safety and security of our nation. NDIA's membership embodies the full spectrum of corporate, government, academic, and individual stakeholders who form a vigorous, responsive, and collaborative community in support of defense and national security. For more than 100 years, NDIA and its predecessor organizations have been at the heart of the mission by dedicating their time, expertise, and energy to ensuring our warfighters have the best training, equipment, and support. For more information, visit NDIA.org

SCHEDULE AT A GLANCE

TUESDAY, FEBRUARY 8

**The World in 2030-2040:
Environment, Technologies, Gaps &
Opportunities**
10:15 — 11:25 am

**Marine Corps Force Design 2030
Progress Check & Opportunities
For Industry**
11:40 am — 12:20 pm

**Smith-Turner Expeditionary
Operations Award Presentation**
12:25 — 1:05 pm

WEDNESDAY, FEBRUARY 9

**NAVCHECK22 - Building The Navy
For Joint All Domain Warfare**
10:00 — 10:40 am

**Acquisition: Closing the All Domain
Naval Capability & Technology Gaps**
10:45 — 11:25 am

Networking Break
11:25 — 11:40 am

THURSDAY, FEBRUARY 10

**Technologies: Closing the All
Domain Naval Capability &
Technology Gaps**
10:00 — 10:40 am

**Building The Battle-Fleet &
Amphibious Expeditionary Warfare
Ships of Tomorrow**
10:45 — 11:45 am

Networking Break
1:45 — 2:00 pm



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WELCOME TO THE 2022 VIRTUAL EXPEDITIONARY WARFARE CONFERENCE

Welcome to the National Defense Industrial Association 2022 Virtual Expeditionary Warfare Conference! We are pleased and honored that you have chosen to use your valuable time to virtually attend this unique Expeditionary Warfare conference. The focus of this year's conference and that of its speakers is "Naval Expeditionary Operations in Joint All Domain Warfare."

It has been another unusual and challenging year for the world, the United States, the defense industrial base and all of us as individuals. Following last year's successful virtual conference, we worked diligently towards, a classified and later, an unclassified in-person Expeditionary Warfare Conference. We had hoped to renew our connections and meet with our customers and fellow conference attendees from around the world face-to-face once again.

Unfortunately, the continuing pandemic has made a second virtual conference a necessary and wise precaution for the health and safety of the wider Expeditionary Warfare community and that of our conference attendees. We are as anxious as you and your business leaders to return to in-person conferences. However, we fully expect and will plan for the February 2023 Expeditionary Warfare conference next year to be in-person and for it to be held at a location within the greater Washington D.C. area.

Do review the agenda and the speaker line-up. Although we cannot meet in-person, the line-up of distinguished speakers and panels

provides attendees with ample opportunity to virtually hear and solicit the views, concerns, and needs of these key governmental, military service, research and think-tank thought leaders. Each session has been allocated at least 20 minutes for an online audience question-and-answer period. Please take advantage of it.

To facilitate the conference and assist each of us in our virtual experience, the Expeditionary Warfare Conference is utilizing Vision Digital as our host platform. I ask that you take a few minutes in advance to familiarize yourself with its many features for a fulfilling and rewarding virtual attendance experience. Our technicians will be standing by to field questions and assist with connectivity issues as they arise. If challenges arise, please contact help@visiond.com.

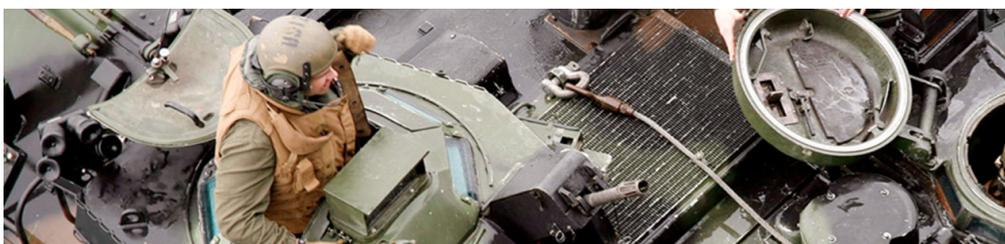
Special thanks go to Andrea Lane, Carizza Gutierrez, Jacqueline Dupre, Evamarie Socha, Renata Casiel, Kimberly Williams and our entire behind-the-scenes NDIA team. Special thanks also to our all-volunteer industry conference planning team led by the conference chair, Mark Rios of Atlas North America, and Co-Chair, Terry McKearney of the Ranger Group

Again, we thank you for your attendance, sponsorship, and support of the annual Expeditionary Warfare Conference and all your efforts to improve naval expeditionary operations in joint all-domain warfare.

Timothy Carl Hanifen, Major General USMC (Ret)
 Chair, Expeditionary Warfare Division, NDIA
 President, Northstar Alternative Solutions, LLC

GET INVOLVED

Learn more about NDIA's Divisions and how to join one at [NDIA.org/Divisions](https://www.ndia.org/Divisions)



EXPEDITIONARY WARFARE DIVISION

WHO WE ARE

The Expeditionary Warfare Division is the focal point and coordinating element within NDIA for the identification, study and resolution of expeditionary warfare and force protection issues in the littoral regions of the world, affecting the strength of the national defense industrial base and the armed services . The group conducts its activities through seven committees: industry, amphibious warfare, littoral and mine warfare, expeditionary unmanned vehicles, C4I in the littorals, seabasing and sustainment, and force protection/anti-terrorism. Close coordination is maintained with the director of the U.S. Navy Expeditionary Warfare Directorate (N95), the U.S. Marine Corps deputy commandant for plans, policy and operations, and the U.S. Coast Guard's assistant commandant for operations.



LEADERSHIP

MajGen Timothy Hanifen, USMC (Ret)
 Division Chair

CAPT Mark Rios, USN (Ret)
 Conference Chair

Terry McKearney
 Conference Co-Chair



AUTONOMOUS RESUPPLY



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EVENT INFORMATION

ON-DEMAND PRESENTATIONS

Releasable presentations will be available to view for 30 days after the conference ends. All registered attendees will be able to access the presentations within the virtual platform by using their personalized link.

SURVEY AND PARTICIPANT LIST

You will receive via email a survey and list of participants (name and organization) after the conference. Please complete the survey to make our event even more successful in the future.

EVENT CONTACTS

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SPEAKER GIFTS

In lieu of speaker gifts, a donation is being made to the Fisher House Foundation.

HARASSMENT STATEMENT

NDIA is committed to providing a professional environment free from physical, psychological and verbal harassment. NDIA will not tolerate harassment of any kind, including but not limited to harassment based on ethnicity, religion, disability, physical appearance, gender, or sexual orientation. This policy applies to all participants and attendees at NDIA conferences, meetings and events. Harassment includes offensive gestures and verbal comments, deliberate intimidation, stalking, following, inappropriate photography and recording, sustained disruption of talks or other events, inappropriate physical contact, and unwelcome attention. Participants requested to cease harassing behavior are expected to comply immediately, and failure will serve as grounds for revoking access to the NDIA event.

EVENT CODE OF CONDUCT

NDIA's Event Code of Conduct applies to all National Defense Industrial Association (NDIA), National Training & Simulation Association (NTSA), and Women In Defense (WID) meeting-related events, whether in person at public or private facilities, online, or during virtual events. NDIA, NTSA, and WID are committed to providing a productive and welcoming environment for all participants. All participants are expected to abide by this code as well as NDIA's ethical principles and practices. Visit [NDIA.org/CodeOfConduct](https://www.ndia.org/CodeOfConduct) to review the full policy.

ANTITRUST STATEMENT

The NDIA has a policy of strict compliance with federal and state antitrust laws. The antitrust laws prohibit competitors from engaging in actions that could result in an unreasonable restraint of trade. Consequently, NDIA members must avoid discussing certain topics when they are together at formal association membership, board, committee, and other meetings and in informal contacts with other industry members: prices, fees, rates, profit margins, or other terms or conditions of sale (including allowances, credit terms, and warranties); allocation of markets or customers or division of territories; or refusals to deal with or boycotts of suppliers, customers or other third parties, or topics that may lead participants not to deal with a particular supplier, customer or third party.

TUESDAY, FEBRUARY 8

10:00 – 10:15 am

WELCOME REMARKS

MajGen Timothy Hanifen, USMC (Ret)
Chair, Expeditionary Warfare Division, NDIA
President, Northstar Alternative Solutions, LLC

Gen Hawk Carlisle, USAF (Ret)
President & CEO, National Defense Industrial Association (NDIA)

10:15 – 11:25 am

THE WORLD IN 2030-2040: ENVIRONMENT, TECHNOLOGIES, GAPS & OPPORTUNITIES

CAPT Brett Hershman, USN (Ret)
Director, Business Development and Strategic Planning, General Dynamics NASSCO
Moderator

Bryan Clark
Senior Fellow & Director, Center for Defense Concepts and Technology, Hudson Institute

Mark Cancian
Senior Adviser, International Security Program, Center for Strategic and International Studies (CSIS)

Dakota Wood
Senior Research Fellow, Defense Programs, Center for National Defense Heritage Foundation

11:25 – 11:40 am

NETWORKING BREAK

11:40 am – 12:20 pm

KEYNOTE: MARINE CORPS FORCE DESIGN 2030 — PROGRESS CHECK & OPPORTUNITIES FOR INDUSTRY

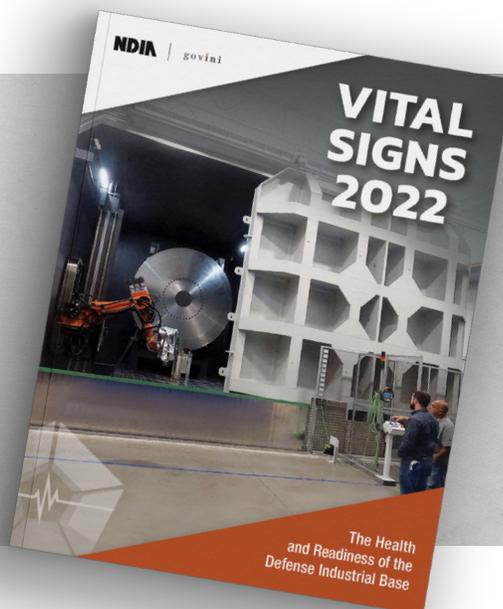
MajGen William Mullen III, USMC (Ret)
Adjunct Professor, University of Colorado, Boulder & Naval Postgraduate School
Moderator

Gen David Berger, USMC
Commandant of the Marine Corps

VITAL SIGNS 2022

**THE HEALTH AND READINESS OF
THE DEFENSE INDUSTRIAL BASE**

**Download the Free Report
[NDIA.org/VitalSigns](https://ndia.org/VitalSigns)**



12:20 – 12:25 pm

TRANSITION BREAK

12:25 – 1:05 pm

SMITH-TURNER EXPEDITIONARY OPERATIONS AWARD PRESENTATION

CAPT Mark Rios, USN (Ret)

Conference Chair, Expeditionary Warfare Division, NDIA
Senior Director, Strategy & Business Development, ATLAS North America
Introducer

The Honorable Robert Work

President, EvenMoreWork
Awardee

Gen Hawk Carlisle, USAF (Ret)

President & CEO, NDIA
Award Presenter

MajGen Timothy Hanifen, USMC (Ret)

Chair, Expeditionary Warfare Division, NDIA
President, Northstar Alternative Solutions, LLC
Award Presenter

1:05 – 1:20 pm

NETWORKING BREAK

1:20 – 2:20 pm

NAVAL EXPEDITIONARY FORCES: PROGRAMS AND BUDGETARY ISSUES

James Strock

Independent Consultant, Jim Strock Consulting, LLC
Moderator

Ron O'Rourke

Specialist in Naval Affairs, Congressional Research Service

Dr. Eric Labs

Senior Naval Analyst, Congressional Budget Office

2:20 – 2:25 pm

TRANSITION BREAK

2:25 – 3:25 pm

FUTURE ALL DOMAIN WARFARE & FORCE DESIGNS — AN ALLIED PERSPECTIVE PANEL

LtGen Larry Nicholson, USMC (Ret)

Vice President for Execution and Leadership for the H.T. Hackney Company
Moderator

LtGen Koichi Isobe, JSDF (Ret)

Strategic Advisor, Kawasaki Heavy Industries, Ltd.

BrigGen Ian Langford, Australian Army

Director, General Future Land Warfare

Air Vice-Marshal Kym Osley, AM CSC (Ret)

Principal, Kozone Consulting

Brig Mark Totten, OBE

Senior Responsible Owner, Commando Force Development, Royal Navy

3:25 – 3:30 pm

TRANSITION BREAK



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3:30 – 4:30 pm

ALL DOMAIN AI, CYBER, INFORMATION & MILITARY DECEPTION WARFARE

Tom Stefanick

Visiting Fellow - Foreign Policy, Center for Security, Strategy, and Technology, Brookings Institution
Moderator

LtGen Michael Groen, USMC

Director, Joint Artificial Intelligence Center

MajGen William Seely, III, USMC

Director of Intelligence, U.S. Marine Corps

4:30 – 4:35 pm

CLOSING REMARKS

CAPT Mark Rios, USN (Ret)

Conference Chair, Expeditionary Warfare Division, NDIA
Senior Director, Strategy & Business Development, ATLAS North America

WEDNESDAY, FEBRUARY 9

9:55 – 10:00 am

WELCOME REMARKS

MajGen Timothy Hanifen, USMC (Ret)

Chair, Expeditionary Warfare Division, NDIA
President and CEO, Northstar Alternative Solutions, LLC

10:00 – 10:40 am

KEYNOTE: NAVCHECK22 — BUILDING THE NAVY FOR JOINT ALL DOMAIN WARFARE

RADM Frank Morneau, USN (Ret)

Senior Advisor, Seabed Systems Group
Moderator

VADM William Merz, USN

Deputy Chief of Naval Operations for Operations, Plans and Strategy, N3/N5, Office of the Chief of Naval Operations

10:40 – 10:45 am

TRANSITION BREAK

10:45 – 11:25 am

KEYNOTE: ACQUISITION: CLOSING THE ALL-DOMAIN NAVAL CAPABILITY & TECHNOLOGY GAPS

Dr. Mark Lewis

Executive Director, Emerging Technologies Institute, NDIA
Moderator

Bilyana Anderson

Deputy Assistant Secretary, Ships, Office of the Assistant Secretary of the Navy, Research, Development and Acquisition

11:25 – 11:40 am

NETWORKING BREAK

11:40 am – 12:20 pm **WASHINGTON AT WAR: LESSONS FOR THE INDUSTRIAL BASE**

Terry McKearney

Conference Co-Chair, Expeditionary Warfare Division, NDIA
President, The Ranger Group
Moderator

Dr. James Lacey

Professor, Policy and Strategy, School of Advanced Warfighting Marine Corps University

12:20 – 12:25 pm **TRANSITION BREAK**

12:25 – 1:25 pm **NAVY FLEET & MARINE FMF/EXPEDITIONARY WARFARE GAPS: CHALLENGES & OPPORTUNITIES FOR INDUSTRY**

Richard Cope

Chief Executive Officer, KGM Technologies
Moderator

VADM Scott Conn, USN

Deputy Chief of Naval Operations, Warfighting Requirements and Capabilities, N9,
Chief of Naval Operations Staff

LtGen Karsten Heckl, USMC

Commanding General, Marine Corps Combat Development Command
Deputy Commandant for Combat Development and Integration

1:25 – 1:40 pm **NETWORKING BREAK**

1:40 – 2:40 pm **MAINTAINING NAVAL AVIATION DOMINANCE—NEEDS AND OPPORTUNITIES FOR INDUSTRY**

MajGen Timothy Hanifen, USMC (Ret)

Chair, Expeditionary Warfare Division, NDIA
President, Northstar Alternative Solutions, LLC
Moderator

RADM Shane Gahagan, USN

Program Executive Officer, Tactical Aircraft Program

BGen Matthew Mowery, USMC

Assistant Deputy Commandant for Aviation

EMERGING TECH HORIZONS

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Listen in as our nation's security experts share their personal takes on the latest defense technology.

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EmergingTechnologiesInstitute.org/Podcast

ETI EMERGING
TECHNOLOGIES
INSTITUTE



2:40 – 2:45 pm

TRANSITION BREAK

2:45 – 3:30 pm

FULL SPECTRUM MINE WARFARE – NEEDS & OPPORTUNITIES FOR INDUSTRY

Dave Hebert

Vice President, Rolls Royce

Moderator

Dr. Samuel Taylor

Program Executive Officer, Unmanned Systems and Small Combatants Senior Warfare Leader, Naval Sea Systems Command

CAPT Dan Malatesta, USN

Program Manager, PMS 408, Naval Sea Systems Command

CAPT Godfrey Weekes, USN

Program Manager, PMS 420 LCS Mission Modules, Naval Sea Systems Command

Lee Agin

Program Manager, PMS 495 Mine Warfare, Naval Sea Systems Command

3:30 – 3:35 pm

TRANSITION BREAK

3:35 – 4:35 pm

STRATEGIC SEALIFT REQUIREMENTS & RECAPITALIZATION

RADM Sinclair Harris, USN (Ret)

Vice President for Client Relations, Logistics Management Institute

Moderator

VADM Ricky Williamson, USN

Deputy Chief of Naval Operations, Fleet Readiness and Logistics, N4

4:35 – 4:45 pm

CLOSING REMARKS

CAPT Mark Rios, USN (Ret)

Conference Chair, Expeditionary Warfare Division, NDIA

Senior Director, Strategy & Business Development, ATLAS North America

THURSDAY, FEBRUARY 10

9:45 – 10:00 am

OPENING REMARKS

MajGen Timothy Hanifen, USMC (Ret)

Chair, Expeditionary Warfare Division, NDIA

President, Northstar Alternative Solutions, LLC

10:00 – 10:40 am

KEYNOTE: TECHNOLOGIES: CLOSING THE ALL-DOMAIN NAVAL CAPABILITY & TECHNOLOGY GAPS

Mackenzie Eaglen

Resident Fellow, American Enterprise Institute
Moderator

BGen Benjamin Watson, USMC

Commanding General, Marine Corps Warfighting Laboratory/Futures Directorate, Vice Chief, Office of Naval Research

Col William L. DePue, Jr., USMC

Expeditionary Portfolio Director, Office of Naval Research

LtCol Wyeth Towle, USMC

Information Environment Section Head, Science & Technology Division, Marine Corps Warfighting Lab

10:40 – 10:45 am

TRANSITION BREAK

10:45 – 11:45 am

KEYNOTE: BUILDING THE BATTLE-FLEET & AMPHIBIOUS EXPEDITIONARY WARFARE SHIPS OF TOMORROW

CAPT Jon Padfield, USN (Ret)

Director, Government & Customer Affairs, Huntington Ingalls Industries
Moderator

Tom Rivers

Executive Director, Amphibious, Auxiliary and Sealift, Program Executive Office, Ships, Naval Sea Systems Command

11:45 am – 12:00 pm

NETWORKING BREAK

12:00 – 1:00 pm

NAVY EXPEDITIONARY WARFARE GAPS: CHALLENGES & OPPORTUNITIES FOR INDUSTRY

CAPT Richard Hayes, USN (Ret)

Account Executive, Huntington Ingalls Industries-Unmanned Systems
Moderator

BGen David Odom, USMC

Director, Navy Expeditionary Warfare, N95

RDML Joseph DiGuardo Jr., USN

Commander, Navy Expeditionary Combat Command

1:00 – 1:05 pm

TRANSITION BREAK

1:05 – 1:45 pm

WORLD WAR II EXPEDITIONARY LOGISTICS AND SUPPORT IN THE PACIFIC

CAPT Brett Hershman, USN (Ret)

Director Business Development and Strategic Planning, General Dynamics NASSCO
Moderator

Dr. Salvatore Mercogliano

Chair, Associate Professor of History, Campbell University

1:45 – 2:00 pm

NETWORKING BREAK

2:00 – 3:00 pm

NAVSEA PROGRAM MANAGER PANEL

Lawrence Ryder

Vice President, Business Development and External Affairs, AUSTAL USA
Moderator

CAPT Scott Searles, USN

Program Manager, PMS 317 Amphibious Assault & Connectors, U.S. Department of the Navy

CAPT Cedric McNeal, USN

Program Manager, PMS 377 Amphibious Ships, U.S. Department of the Navy

Clif Mitchell

Deputy Program Manager, PMS 300 USN/FMS Boats and Craft, U.S. Department of the Navy

Jon Thomas

Deputy Program Manager, PMS 385 Strategic and Theater Sealift, U.S. Department of the Navy

3:00 – 3:05 pm

TRANSITION BREAK

3:05 – 4:20 pm

N95 RESOURCE SPONSOR WARFARE LEADER PANEL

CAPT Richard Hayes, USN (Ret)

Account Executive, Huntington Ingalls Industries-Unmanned Systems
Moderator

CAPT Bart Randall, USN

N951 Branch Head, Navy Special Warfare

CAPT Michael Egan, USN

N952 Branch Head, Navy Mine Warfare

CAPT Kevin Lane, USN

N953 Branch Head, Navy Amphibious Warfare

CAPT Joshua Jackson, USN

N957 Branch Head, Navy Expeditionary Combat Command

CAPT David Wilhite, USN

N959 Branch Head, Navy Expeditionary Manpower

4:20 – 4:30 pm

CLOSING REMARKS

CAPT Mark Rios, USN (Ret)

Conference Chair, Expeditionary Warfare Division, NDIA
Senior Director, Strategy & Business Development, ATLAS North America

MajGen Timothy Hanifen, USMC (Ret)

Chair, Expeditionary Warfare Division, NDIA
President, Northstar Alternative Solutions, LLC

4:30 pm

CONFERENCE ENDS

BIOGRAPHIES



BILYANA ANDERSON

Deputy Assistant Secretary, Ships

Office of the Assistant Secretary of the Navy, Research, Development and Acquisition

Ms. Bilyana Anderson began serving as Deputy Assistant Secretary of the Navy for Ship Programs in September 2019. In this role, she is responsible for executive oversight of all naval shipbuilding programs, major ship conversions, and the modernization and disposal of in-service ships. She is also responsible for executive oversight of cost, schedule and performance of surface ship, submarine, and Marine Corps combat systems, electronic warfare systems, shipboard radars, and Navy missile defense programs.

Most recently, she served as the Executive Director, Program Executive Office, Integrated Warfare Systems (PEO IWS) within the Naval Sea Systems Command (NAVSEA), where Ms. Anderson directed Acquisition and Fleet support. The mission of PEO IWS is to develop, deliver and sustain operationally dominant naval combat systems for sailors and marines.

Ms. Anderson was responsible for an organization of over 400 civilian and military personnel and 128 programs and projects with an annual acquisition budget of \$6 billion.

Previously, she served as the Executive Director for Combatants in the Program Executive Office Ships (PEO Ships), where she provided executive leadership to more than \$46 billion in complex, new construction shipbuilding programs defining the 21st century surface combatant fleet. Her responsibilities spanned multiple major program offices including: DDG 1000, DDG 51, Electric Ships Office, and Ships Acquisition Management. As the Executive Director, she oversaw a staff of approximately 150 civilian and 15 military personnel.

Ms. Anderson was appointed to the Senior Executive Service (SES) in 2009 and served as the Executive Director for Surface Warfare (SEA 21B) within NAVSEA where her duties

encompassed fl military sales fleet support, and ship transfer programs, a portfolio of \$15 billion.

Prior to her selection to SES, she served in several senior leadership positions including the Major Program Manager and Deputy Program Manager for the Auxiliary Ships, Small Boats and Craft Program Office (PMS 325) in PEO Ships; Deputy Program Manager for Surface Combatants (PMS 400FB), and one year as Acting Program Manager.

Ms. Anderson graduated from Tennessee Technological University in 1991 with a Bachelor of Science in Industrial Engineering, and also earned a Masters of Public Administration from Virginia Polytechnic Institute and State University. She is DAWIA Level III certified in Program Management, Systems Planning, Research, Development, and Engineering and Business Financial Management.



GENERAL DAVID BERGER, USMC

Commandant

U.S. Marine Corps

General David H. Berger assumed the duties of Commandant of the Marine Corps on July 11, 2019. A native of Woodbine, Maryland, General Berger graduated from Tulane University and was commissioned in 1981. He has commanded at every level — including a Reconnaissance Company; 3d Battalion, 8th Marines in Haiti during Operation SECURE TOMORROW; and Regimental Combat Team 8 in Fallujah, Iraq during Operation Iraqi Freedom.

As a General Officer, he commanded 1st Marine Division (Forward) in Afghanistan during Operation Enduring Freedom; I Marine Expeditionary Force; U.S. Marine Corps Forces Pacific/Fleet Marine Forces Pacific; and Marine Corps Combat Development Command.

General Berger's staff and joint assignments include serving as Assistant Division Commander of 2d Marine Division; policy planner in the Strategic Plans and Policy Directorate, J-5; Chief of Staff for Kosovo Force (KFOR) Headquarters in Pristina, Kosovo; and Director of Operations in Plans,

Policies, and Operations, Headquarters, U.S. Marine Corps; Deputy Commandant for Combat Development and Integration.

General Berger's formal military education includes the U.S. Army Infantry Officer Advanced Course, U.S. Marine Corps Command and Staff College, and U.S. Marine Corps School of Advanced Warfighting. He holds multiple advanced degrees including a Master of International Public Policy from Johns Hopkins University School of Advanced International Studies.



VICE ADMIRAL WILLIAM MERZ, USN

Deputy Chief of Naval Operations for Operations, Plans and Strategy, N3/N5
Office of the Chief of Naval Operations

Vice Adm. Bill Merz is a native of San Diego, California and a 1986 graduate of

the U.S. Naval Academy, having earned a Bachelor of Science in Ocean Engineering. He subsequently earned master's degrees from Catholic University and the Naval War College (Naval Command College), and completed the MIT Seminar XXI program.

Previous operational flag tours included Naval Mine & Anti-Submarine Warfare Command (NMAWC) and Task Force 77 in San Diego, Task Force 54 in Bahrain, Task Force 74 in Japan, and Commander, U.S. 7th Fleet, embarked aboard USS Blue Ridge (LCC 19), also in Japan. Previous shore-side flag assignments included

director, Undersea Warfare Division (OPNAV N97) and deputy CNO for Warfighting Requirements (OPNAV N9).

A career submarine officer, Merz earned his dolphins aboard USS Haddo (SSN 604) in San Diego and is among the few remaining "594 Tough" Permit-class submariners (formerly the Thresher class). Following Haddo, he qualified as a surface warfare officer in Guam aboard USS Proteus (AS 19), the last active U.S. ship in Tokyo Bay at the end of WWII in the Pacific. During his tour, the Proteus crew earned the Humanitarian Service Medal in response to the eruption of Mt. Pinatubo in Luzon, Philippines. He then served as engineer officer aboard USS Boise (SSN 764) in Norfolk, followed by command of the nuclear deep-sea vessel (DSV) "NR-

1", command of the attack submarine USS Memphis (SSN 691), and major command of Submarine Development Squadron 12.

Other assignments included ship design research in Carderock, Maryland; Naval Reactors Line Locker (NAVSEA 08), Washington Navy Yard; chief of staff for Commander, Submarine Forces in Norfolk; and, Financial Management tours in the Pentagon on the Navy Staff (N80 Bullpen) and Joint Staff (J8 PBAD).

Over the course of 10 overseas deployments, the crews he served with collectively earned eight unit awards, five Battle "E"s, and the Atlantic Fleet's Battenberg Cup. He is also an Honorary U.S. Navy Chief Petty Officer.



TOM RIVERS

Executive Director, Amphibious, Auxiliary and Sealift, Program Executive Office, Ships
Naval Sea Systems Command

Mr. Tom Rivers currently serves as the Executive Director, Amphibious, Auxiliary

and Sealift Office, Program Executive Office, Ships. He provides executive leadership to more than 200 personnel and oversees one of the broadest acquisition portfolios in the Navy, including more than \$40 billion in complex-shipbuilding procurements. His responsibilities span four major program offices: the Amphibious Warfare Program, the LPD 17 Program, the Strategic and Theater Sealift Program, and the Support Ships, Boats and Craft Program. Active, major programs include the LHA(R), LPD 17, EPF, ESB, and T-AO 205 ship classes, as well as Landing Craft Air Cushion, Landing Craft Utility (LCU), various research and special mission platforms, and service craft and boats.

Most recently, Rivers served as the Amphibious Warfare Program Manager (PMS 377), where he managed a workforce responsible for amphibious assault ships and landing craft during their design, production and fleet introduction as well as the life-cycle management for landing craft. Ongoing programs include the multi-billion dollar acquisition of the ACAT 1C LHA Replacement Class Flight 0 and Flight 1 ships, the ACAT 1C Ship to Shore Connector, the ACAT III LCU 1700; LCAC SLEP; and the in-service support of LCAC, LCU and the ACAT III Amphibious Assault Direction System.

Previous roles included Deputy Program Manager for PMS 377, Assistant Program Manager for the Landing Craft Acquisition, and Life Cycle Division, Director of Production for the LPD 17 San Antonio class Amphibious Dock Transport ship, and several positions supporting ship repair

including regular and complex overhauls for several ship classes and the Aircraft Carrier Service Life Extension Program.

Mr. Rivers received a Bachelor of Science degree in Civil Engineering (Structures) from the University of Maryland in 1983. His professional achievement awards received during his federal service career include: Department of the Navy Superior Civilian Service Award, Department of the Navy Meritorious Civilian Service Award, Association of Scientists and Engineers Professional Achievement Award, and SECNAV Competition and Procurement Excellence Award. He has co-authored and presented engineering and acquisition papers at ASE, ASNE, and SNAME conferences. Rivers is a member of the Acquisition Corps and is DAWIA Level III Certified in Program Management and Systems Planning, Research, Development and Engineering.



BRIGADIER GENERAL BENJAMIN WATSON, USMC

*Commanding General, Marine Corps Warfighting Laboratory/Futures Directorate
Vice Chief, Office of Naval Research*

BGen Watson graduated from Cornell University in 1991 with a BA in

history and was commissioned through the NROTC program. After The Basic School and Infantry Officer Course, he reported to 3rd Battalion, 8th Marine Regiment, in Camp Lejeune, NC, where he served as a Rifle Platoon Commander, Weapons Platoon Commander and Executive Officer with Company K, including deployments with the 24th and 26th MEU(SOC).

BGen Watson's other operational assignments include: Commanding Officer, Weapons Company, 2nd Battalion, 6th Marines, and Operations Officer, 2nd Battalion, 6th Marines, from 1999-2002, including deployments with the 22nd and 24th MEU(SOC), participating in Operations Provide Promise and Deny Flight in and around the former Yugoslavia, as well as Operation Dynamic Response in Kosovo; G-3 Future Operations Planner, I Marine Expeditionary Force (Forward), from 2006-

2007 in support of Operation Iraqi Freedom, including service with Regimental Combat Team-7; G-3 Plans Officer, 1st Marine Division, from 2007-2008; Commanding Officer, 3rd Battalion, 1st Marines, from 2008-2011, including deployments as Battalion Landing Team 3/1 on a 31st MEU deployment, and to Helmand Province, Afghanistan, in support of Operation Enduring Freedom; Assistant Division Commander, 2nd Marine Division, from 2016-2017; and Commanding General (CG) of Task Force Southwest in Helmand Province, Afghanistan, from January to November 2018.

His service outside the operating forces includes duty as a tactics instructor at The Basic School from 1995-1997, and at the Infantry Officer Course from 1997-1998. From 2002-2005, he served as an instructor and faculty advisor at the Expeditionary Warfare School. From 2012-2013, he served in the Office of the Secretary of Defense as Senior Military Assistant to the Assistant Secretary of Defense for Asian

& Pacific Security Affairs. From 2013-2014, he was assigned to the Office of Secretary of Defense Chuck Hagel for duty as Special Assistant to the Chief of Staff. BGen Watson served as the Commanding Officer of Marine Barracks, Washington D.C. (8th & I), from 2014-16. From 2018-2019, BGen Watson served as the CG of Marine Corps Installations East/Marine Corps Base Camp Lejeune, prior to assuming his current assignment as CG of the Marine Corps Warfighting Laboratory/Futures Directorate and Vice Chief of the Office of Naval Research.

BGen Watson is a graduate of the Marine Corps Summer Mountain Leaders Course, Amphibious Warfare School, the Marine Corps Command & Staff College (Non-Resident), Marine Corps School of Advanced Warfighting, and the National War College. In May of 2020, he assumed command of the Office of Naval Research as the 26th Chief of Naval Research.

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CONTRIBUTING

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THE HONORABLE ROBERT WORK

President, EvenMoreWork

Robert Work has served as the 32nd Deputy Secretary of Defense, alongside three Secretaries of Defense across two administrations from May 2014 to July 2017. In 2001, he retired as a Colonel in the United States Marine Corps after 27 years on active duty. He subsequently served as a Senior Fellow and thereafter Vice President and Director of Studies at the Center for Strategic and Budgetary Assessments (CSBA). In May

2009, he was confirmed as the 31st Under Secretary of the Navy in the first Obama administration. Mr. Work stepped down as the Under Secretary in March 2013 to become the Chief Executive Officer of the Center for a New American Security (CNAS). He remained in that position until he assumed the role of Deputy Secretary of Defense in May 2014. He is currently the President and Owner of TeamWork, LLC, which specializes in defense strategy and policy, programming and budgeting, military-technical competitions, revolutions

in war, and the future of war. Most recently he was Co-Chair of the National Security Commission on Artificial Intelligence. Mr. Work holds a Bachelor of Science from the University of Illinois; and Masters of Science from both the University of Southern California and the Naval Postgraduate School; as well as a Master of International Public Policy from the Johns Hopkins University's School of Advanced International Studies. He is a member of the Council on Foreign Relations and the International Institute of Strategic Studies.

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February 8 – 10, 2022 | Virtual

Expeditionary | Strategic Sealift | Joint All Domain | Force Protection



2022 JOINT NDIA/AIA SPRING INDUSTRIAL SECURITY CONFERENCE

April 25 – 27, 2022 | Clearwater Beach, FL

Industrial Security | Insider Threat | Cybersecurity/CMMC | NISPOM Updates



2022 TACTICAL WHEELED VEHICLES CONFERENCE

February 28 – March 2, 2022 | Norfolk, VA

Autonomous Vehicles | Electric Drive | Modernization & Sustainment | Acquisition



22ND ANNUAL SCIENCE & ENGINEERING TECHNOLOGY CONFERENCE

April 26 – 28, 2022 | Miami, FL

Defense Research & Development | Science & Technology



2022 PACIFIC OPERATIONAL SCIENCE & TECHNOLOGY (POST) CONFERENCE**

March 7 – 8 (Open), 9 – 10 (Closed), 2022 | Honolulu, HI

Regional Security | Science & Engineering Technology | Technology Engagement



INTEGRATED PRECISION WARFARE REVIEW (IPWR-22)

May 4 – 5, 2022 | Arlington, VA

Acquisition and Policy | Precision Capability | Air & Missile Defense



36TH ANNUAL NATIONAL LOGISTICS FORUM

March 15, 2022 | Salt Lake City, UT

Defense Logistics | Logistics Management



65TH ANNUAL FUZE CONFERENCE

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2022 UNDERSEA WARFARE SPRING CONFERENCE

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Logistics | Supply Chain | Support Equipment | Small Business



2022 CBRN DEFENSE CONFERENCE AND EXHIBITION

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