



C4ISR

SYMPOSIUM

WARFIGHTER RELEVANT AI

STRATEGICALLY DECISIVE COGNITIVE COMBAT IN ALL DOMAINS.

Courtyard by Marriott Liberty Station
2592 Laning Road, San Diego, CA 92106
November 4-5, 2025

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Welcome to the 45th C4ISR Symposium!

On behalf of the AFCEA San Diego Chapter, I welcome you to a gathering of minds and missions—where technology meets purpose and where our resolve meets the pace of change—in the greatest military city in the world!

In an era defined by complexity and strategic competition, our community is committed to advancing artificial intelligence (AI) that is not merely novel, but Warfighter relevant, operationally accessible and ethically sound.

Our community does more than admire the problem; we equip those who must act. Across all C4ISR domains, AI is reshaping how we sense adversaries, decide swiftly and act decisively. But innovation alone is not enough. It must be tethered to readiness, trust, and human-centered design so new tools become true force multipliers, not distractions.

Over the course of this symposium, I encourage you to engage in dialogue and in good spirits. Share your insights, constraints, breakthroughs and lessons. Let us leave inspired, yes, but also empowered: committed to delivering systems, processes and partnerships that strengthen the Warfighter's edge today and safeguard our advantage tomorrow.

Thank you sponsors—we couldn't do this without you—and thank you all for coming!

The Chapter is so very grateful for your support of this program. The proceeds of the Symposium fuel our STEM scholarships and education incentives, which make a lasting and positive impact on our community.

Finally, **thank you San Diego Chapter volunteers!** It's been my honor and privilege to work with our exceptional team of volunteers as we continue the good work of AFCEA in our community. You've made me incredibly proud to be part of this organization and I'm excited to see what great things the Chapter will accomplish, and how you will continue to raise the bar for years to come.



— Matt Beekman,
Outgoing Chapter
President and incoming
Chairman of the Board of
Directors, AFCEA San
Diego



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Program Overview

This year's C4ISR Symposium commemorates the—

- 250th anniversaries of the U.S. Navy, U.S. Marine Corps, and U.S. Army; and
- AFCEA San Diego Chapter's 45th Annual C4ISR Symposium.

In honoring these milestones, AFCEA San Diego Chapter continues our tradition of—

1) Positive and ethical engagement through the orchestration of meaningful networking and educational opportunities which enable military, government, industry and academia to align technology to meet the National Security and National Defense needs across defense, security, cyber and intelligence.

2) Geo-strategically relevant programming illuminating the most urgent, technologically advanced, and mission-critical needs of our time.

3) Cross-service collaboration and unity of effort across the NAVWAR Enterprise Commands, other Department of Navy Echelon 2 Commands, and Joint Force stakeholders.

This year's technical panels (**CEU Approved**) will focus on four key dimensions of deploying Warfighter- and Warfighting-enabling AI.

Day 1 panels offer CEU credits as follows:

C4ISR Symposium (11/04/2025)																			
Date	Time 1 hour unless noted	Continuing Education Sessions Approvals for CompTIA CEUs, GIAC CPEs, and/or CertNexus CECs are for 1 unit per full hour of session content. Help meet the session time requirement by asking questions. Please check with your supervisor to confirm which sessions meet your training requirements.	ID#	Acquisition Training	CertNexus				CompTIA										
					CFR	CAIP	CEET	CDSP	GIAC A+	CloudNex	Data+	DataX	Network+	Security+	Linux+	Cloud+	PenTest+	CySA+	SecurityX
11/04	11:00 AM	Compute for Tactical and Strategic Advantage The foundational computing capabilities enabling AI at scale, edge, cloud, HPC.	5560			✓			✓	✓						✓			
11/04	01:00 PM	Dominant Decision Superiority Seeing the fight before it starts with enhanced sensing, processing, and command decision-making across the kill chain.	5561						✓										
11/04	2:30 PM	Trust at Machine Speed Exploring secure, encrypted communications and AI's role in adaptive, contested network environments.	5562			✓			✓	✓		✓		✓	✓	✓	✓		
11/04	4:00 PM	Combat System and Kill Web Orchestration Fusing AI into platforms, sensors, and operations, multi domain, system of systems integration.	5563			✓			✓	✓		✓		✓	✓	✓	✓		



Want CEU credit for the C4ISR Symposium panels? Check in with AFCEA San Diego's CEU table to ensure you receive CEU credits. For questions, feel free to contact AFCEA San Diego's VP of Membership, Emily Gwozdz, at emilyrgwozdz@gmail.com.

SCHEDULE OF EVENTS

Time	Track	Sponsor	Presenters / Featured Guests
TUESDAY, NOVEMBER 4 th			
0800	Breakfast		
0845	Pledge of Allegiance, Welcome and Symposium Program Overview		AFCEA
0900	Invocation		AFCEA
0915	Keynote address	Accenture Federal Services	ADM. Michelle J. Howard (Ret.)
1015	ADM Howard Senior Leader Award Ceremony	Accenture Federal Services	AFCEA
1025	Networking and Engagement Break in (30 mins)		
1025	VIP Coffee Reception with ADM Howard	Accenture Federal Services	Diamond and Gold Sponsors; Senior Leader Awardees
1055	Program Transition (5 mins)		AFCEA
1100	 Compute for Tactical and Strategic Advantage <i>The foundational computing capabilities enabling AI at scale—edge, cloud, HPC.</i>		Dr. Paul Parazzoli , Strategic Partnerships and Initiatives Lead, IBM Quantum Ms. Gretchen Stewart , Principal Engineer, Responsible AI Council Member, Intel Corporation Dr. Nathaniel J. Fuller , Senior Fellow, Noblis Mr. Tony Schwarz , Head of Federal Business Development, Armada Mr. Josh Sinclair , Account Executive, Department of the Navy, Nutanix (moderator)
1200	Networking Lunch & US Marine Corps Birthday Cake Celebration (60 mins)	Brought to you by: 	

Time	Track	Sponsor	Presenters / Featured Guests
1300	Dominant Decision Superiority  <i>Seeing the fight before it starts with enhanced sensing, processing, and command decision-making across the kill chain.</i>	maximus	RADM Doug Small, USN (Ret) Lt Gen Michael Cederholm, USMC (Ret.) Mr. Tom Skradski , Modernization Solution Specialist, Navy, RedHat Ms. Tara Duckworth , Sr. IT Principal Architect - Software Engineering, Maximus Mr. Randy Velliquette , Senior Manager, Deloitte (moderator)
1400	Networking and Engagement Break in (30 mins)		
1425	Program Transition (5 mins)	AFCEA	
1430	Trust at Machine Speed  <i>Exploring secure, encrypted communications and AI's role in adaptive, contested network environments.</i>	Deloitte	Mr. Thomas Johnson , Senior Principal Engineer – Combined & Joint Interoperability, MCTSSA Ms. Stephanie Tharp , Vice President, Sigma Defense Mr. Richard Storey , Managing Director, Deloitte Dr. John Zehnpfennig , Director of Offensive Security, CGI Federal Mr. Roland Feghali , Sr. Dir Digital Platform and Services Technical Solutions and Strategy, Maximus (moderator)
1530	Networking and Engagement Break in (30 mins)		
1555	Program Transition (5 mins)	AFCEA	
1600	Combat System and Kill Web Orchestration  <i>Fusing AI into platforms, sensors, and operations—multi-domain, system-of-systems integration.</i>		RADM Doug Small, USN (Ret) Lt Gen Michael Cederholm, USMC (Ret.) Dr. Douglas Orellana , VP of Digital Engineering Solutions, ManTech Mr. Tony Schwarz , Head of Federal Business Development, Armada Ms. Sarah Carter , President, Gnostech (moderator)
1700	Transition	AFCEA	
1700-1900	Networking Social / Happy Hour	Accenture Federal Services	AFCEA San Diego Chapter Annual Meeting & Awards

Do you have a question for one of the panels? Use the C4ISR Symposium's web accessible Q&A App to submit questions.



<https://conference.prosync.ai/sign-in?redirect=%2Fconferences%2Fafcea-c4isr-symposium-2025>

Why and how are we using AI to rank and prioritize audience questions?

We're using AI to help rank audience questions to make the Q&A process *fairer*, *faster*, and *more valuable* for both the audience and the panel. Question rankings are calculated based on a question's semantic alignment with—

- the title of each session.
- AFCEA's mission statement and values.
- the Department of Navy's Priority Technology Areas released by the CTO in 2025.

These scores are generated using SBERT (Sentence-Bidirectional Encoder Representations from Transformers) which allows fast score generation for real-time Q&A sessions.

To facilitate a diverse and robust discussion, the second part of the score is based on the uniqueness a question brings in comparison to other questions in the same session. This is accomplished by embedding the sentences into vectors using SBERT and then doing a vector search to find clusters of similar question vectors. Similarity results in an overall score deduction for these questions. The equation for this methodology is presented below.

$$\text{Question Score} = (\text{title similarity} + \text{description similarity}) \cdot (\text{session weight}) + (\text{mission statement score}) \cdot (\text{mission statement weight}) + (\text{uniqueness score}) \cdot (\text{uniqueness weight})$$

Time	Track	Sponsor	Presenters / Featured Guests
WEDNESDAY, NOVEMBER 5th			
0730	Breakfast		
0845	Welcome Back / Day 1 Retrospective	AFCEA	
0900	Leadership Perspectives <i>Delivering Warfighter advantage and creating value in uncertain times.</i>		Col. Michael Black, USAF (Ret.) , VP, Defense, AFCEA International Ms. Gretchen Stewart , Principal Engineer, Responsible AI Council Member, Intel Corporation Mr. John Richerson , Director, Intelligence Operations, NSWC Port Hueneme Division Mr. Thomas Johnson , Senior Principal Engineer – Combined & Joint Interoperability, MCTSSA Lt Gen Michael Cederholm, USMC (Ret.) Mr. Tim Miller , VP of Programs, AFCEA San Diego (moderator)
1000	Networking and Engagement Break in (15 mins)		
1015	Shortening the Flash to Bang <i>Driving practical innovations at speed through unconventional problem-solving and imagineering.</i>		Mr. John Richerson , Director, Intelligence Operations, NSWC Port Hueneme Division Mr. Thomas Johnson , Senior Principal Engineer – Combined & Joint Interoperability, MCTSSA Mr. Mike Taylor , Hospital Ship Joint Task Director, Military Sealift Command Mr. Brandon Woods , Associate Director of Connected Warfare, Anduril Mr. Eugene Bailey , Technical Director – Navy, ManTech (moderator)
1115	Networking and Engagement Break in (15 mins)		
1130	Transition	AFCEA	

Time	Track	Sponsor	Presenters / Featured Guests
1135	Preparing Future Generations for Success <i>Integrated technological advancements and interdisciplinary approaches for addressing contemporary security challenges through STEM.</i>	 Red Hat	Dr. Xiaofeng Liu, Ph.D. , Associate Professor, Department of Aerospace Engineering, San Diego State University Ms. Rachel Costello , Director, Innovating for National Security (i4NS), UC San Diego Ms. Denese Cordaro , Professor of Program and Financial Management, DAU Mr. Daryl Porter, PMP, MBA , VP of Academia and Industry Relations, AFCEA San Diego (Moderator)
1230	Closing Remarks		Ms. Ana Olson , AFCEA San Diego Chapter President

Deloitte.



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Tuesday, November 4th

Keynote Address

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ADM Howard's 35-year career in the U.S. Navy was distinguished by her exceptional record as Commander of: a ship, an Expeditionary Strike Group, Task Force, and a Naval theater. In 1999 Michelle J. Howard became the first African American woman to command a ship in the U.S. Navy. In 2014, she was the first woman to become a four-star Admiral in the U.S. Navy and the first woman to be appointed to the position of Vice Chief of Naval Operations (VCNO). She is the first African American woman to reach the rank of three-star and four stars in the Armed Forces.

Her last command was from 2016 to 2017 as U.S. Naval Forces Europe and Africa (NAVEUR-NAF). She simultaneously led NATO's Allied Joint Force Command Naples with oversight of missions from the Western Balkans to Iraq. Operations in her career include NATO peacekeeping, West African Training Cruise, Indonesia Tsunami Relief operations, and the rescue of Maersk Alabama from Somali Pirates. Michelle is a Desert Storm and Operation Iraqi Freedom veteran.



ADM Michelle J. Howard (Ret.)



She is currently one of 13 members of the IBM board of directors. On Admiral Howard's appointment to the IBM board, former IBM CEO Ginni Rometty said in a statement, "Admiral Howard is a groundbreaking leader with a distinguished career in military service. Her leadership skills, international perspective and extensive experience with cybersecurity and information technology will make her a great addition to the IBM Board." She also served on the Board of Visitors for the U.S. Naval Academy from 2022 to 2024, and on an advisory panel to the US Institute of Peace.

Admiral Howard is a graduate of the U.S. Naval Academy and the U.S. Army Command and General Staff College. She is the first woman graduate of the U.S. Naval Academy to become an admiral.

ADM Michelle J. Howard Senior Leader Awards

Consistent with the 2024 inaugural Vice Admiral Samuel L. Gravely Jr. Trailblazer Awards, the **2025 ADM Michelle J. Howard Senior Leader Award** recognizes the community's senior-most leaders from active duty (AD) military, GS civilian, industry, and academia. To qualify, awardees' careers must be distinguished by—

- Current rank not less than O-6 (AD military).
- Current grade not less than GS-15 (GS civilians).
- More than 25 years of continual service to U.S. DoD organizations.
- Extensive Joint operations, where applicable.
- Significant contributions to U.S. National Security, U.S. National Defense, and/or domestic technological comparative advantages.

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Recipients	Summary of Background
 ★★★★★ Lieutenant General Michael S. Cederholm, Commanding General, I Marine Expeditionary Force (I MEF)	• Lieutenant General Michael S. Cederholm, Commanding General, I Marine Expeditionary Force (I MEF) since February 2024. • Operational assignments include VMFA(AW)-242, 1st Battalion 1st Marines, VMFA- 112, Navy Fighter Weapons School (TOPGUN) Instructor, MAG-11, MAG-12, VMFA-212, MAG-31, US Marine Corps Forces Command (MARFORCOM) - Fleet Marine Force Atlantic (FMFLANT), 2D Marine Aircraft Wing, and now I MEF. • Staff assignments include Manpower Management Officer Assignments (MMOA); Headquarters Marine Corps Aviation - Aviation Weapons Requirements (APW); Military Aide to the Assistant Secretary of the Navy for Research, Development and Acquisition, the Honorable Mr. Stackley; Military Secretary (MILSEC) to the 36th Commandant of the Marine Corps, General Dunford; and as the Deputy Commandant for Aviation (DCA). • Joint assignments include Joint Staff J-8 (Force Application Division), and three General Officer billets inside the Joint Staff J-3 (Deputy Director of Operations; Vice Director J-33 Nuclear-Homeland Defense-Current Operations; and Deputy Director Regional Operations (DDRO) J35). He deployed twice in a Joint billet to the Coalition Air Operations Center (CAOC) at Prince Sultan Air Base (PSAB) Saudi Arabia for Joint Task Force SOUTHERN WATCH (JTF-SWA), Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF) where he served as the Co-lead for Killbox Interdiction and Close Air Support and authored the Urban CAS Concept of Operations (CONOPS) for Coalition Forces in OIF. Additionally, LtGen Cederholm deployed from the Arctic to Eastern Europe as one of the leading elements of NATO's immediate response to the Russian invasion of

Recipients	Summary of Background
	Ukraine serving as the Commanding General of Task Force BALTIC WATCHTOWER. • Commanded in all three Marine Expeditionary Forces - VMFA-212 (III MEF), MAG-31 (II MEF), 2D MAW (II MEF), and now I MEF • Has flown operational tours in all four Marine Aircraft Wings and flown every operational type-model aircraft in the Marine Corps inventory, to include the F-35B, CH-53K, and VH-92 • Graduate of the Navy Fighter Weapons School (TOPGUN), the National War College, and is a Massachusetts Institute of Technology (MIT) Seminar XXI Fellow. While at the National War College, Lieutenant General Cederholm earned a Master of Science degree in National Security Strategy and was the recipient of the 2008 Marine Corps Association Colonel Richard A. Christie Excellence in Writing Award. • Education & Commissioning: Wesleyan University graduate; commissioned in April 1989; completed flight training in Pensacola, Beeville, and El Toro.
 Col. Michael Black, USAF (Ret.), VP, Defense, AFCEA International	• Senior Cyber/IT Leader with 40+ years of experience in communications, cyber operations, program management, and organizational leadership. • AFCEA International (since 2022): Leads defense operations, planning, and execution of global, large-scale, technically focused conferences supporting all military services and homeland security. • Former COO, Concise Network Solutions (4 years): Partnered with CEO to develop and execute the company's master business plan. • Former COO & Chief Corporate Development Officer, JMA Solutions (2.5 years): Directed operations and strategic planning to achieve corporate growth objectives. • Former COO, Premier Management Corporation (4 years): Oversaw daily operations, business units, and P&L management. • U.S. Air Force (26 years): Retired as Colonel; last post as Commander, White House Communications Agency, leading 1,200 personnel providing mission-critical communications for the President and senior leadership. • Education: ○ B.S., Basic Science – U.S. Air Force Academy (Distinguished Military Graduate) ○ M.S., National Resource Strategy (Information Operations) – National Defense University ○ M.A., Military Arts and Science – Army Command & General Staff College ○ M.A., Management – Webster University

Recipients	Summary of Background
 Mr. John Richerson, Director, Intelligence Operations, NSWC Port Hueneme Division	• Honors & Recognition: Published author; Inductee, White House Communications Agency Hall of Fame; Three 2020 Telly Awards for excellence in video and television. • Key contributor to NAVSEA's compartmented innovation and experimentation mission area, advancing intelligence integration across the Warfare Center Enterprise, overseeing Intelligence Oversight, Special Security Support, and Financial Management of the Advanced Capabilities Portfolio for NSWC PHD. • Serves as NSWC PHD's primary Compartmented Business Development Official, managing all aspects of program and financial management for the compartmented mission. Leads the Scientific and Technical Intelligence Liaison Office and Counterfeit Material Prevention Program across the NAVSEA Enterprise. Joined NSWC PHD in 2016 as Director, Intelligence Operations, building a division-sized team to advance the command's intelligence mission. • Prior to NSWC PHD, John was a Security Specialist and Special Technical Operations Planner for USSTRATCOM. He was responsible for the information, physical, industrial, and program security, and the integration of special technical operations and space control capabilities across all five Component Commands and globally for the Commander, US Strategic Command. • Served in the US Navy for 20 years, retiring in December 2016. Transitioned to Civil Service with the U.S. Air Force, serving on the JFCC Space Staff at Vandenberg AFB, CA. • Commissioned through NROTC at Oregon State University (B.S. in Industrial & Manufacturing Engineering). • Naval Aviator – earned Wings of Gold in 2000; flew the MH-53E "Sea Dragon" helicopter. • Completed two operational flying tours with HM-15, including four deployments. • Led a 140-person, two-aircraft detachment to Manama, Bahrain in support of C5F operations (OEF/OIF). • Served aboard USS Essex (LHD-2), forward-deployed to Japan, qualifying as Officer of the Deck (Underway) and Command Duty Officer (in port). • Completed Department Head tour at HM-15 and later served as STO Planner at USSTRATCOM, JFCC Space. • M.S., Operations Research, Naval Postgraduate School — led joint C4I research with the Royal Thai Air Force; Ph.D. Candidate, Industrial and Organizational Psychology, Capella University. • Founding Instructor for Propel: Launch and Boost, NSWC PHD's leadership development programs for new supervisors.

Recipients	Summary of Background
 Mr. Thomas Johnson (TJ), Senior Principal Engineer – Combined & Joint Interoperability, MCTSSA	• Senior advisor to the Technical Director and Commanding Officer of MCTSSA. Supporting as the technical authority for Combined and Joint C2 interoperability ensuring MCTSSA's position on Combined and Joint C2 aligns with and drives USMC on Service, Joint, and Coalition integration efforts. • Prior, was the Lead Systems Engineer – Combat Operations Center (COC) for MCTSSA, recognized Service-wide as a subject matter expert on the employment, interfaces, architecture, and application of sub-systems within the COC. Led a team performing analysis, design, development, testing, evaluation, integration, and engineering services in support of MAGTF C2. • Topic Sponsor for a Marine Corps Systems Command NPS Research study investigating the use of AI/ML to improve C4ISR interoperability mapping and testing. • Principal Investigator for a Cooperative Research and Development Agreement (CRADA) between MCTSSA and Ultra Electronics. • USMC engineering lead for Joint Staff Mission Partner Environment (MPE) interoperability capabilities recently exercised in Bold Quest 2023. • Lead engineer for the USMC's efforts to convergence of currently disparate air-land centric C2 programs of record to a singular, all-domain MAGTF C2 capability as directed in the Force Design Annual Update June 2023.
 Ms. Gretchen Stewart, Principal Engineer, Public Sector Chief Data Scientist	• Gretchen Stewart is a Principal Engineer (PE) supporting Intel's public sector team and is a member of Intel's enterprise HPC and AI solution architect team. • Gretchen builds data analytics/ AI/ ML practices focused on digital twins, classical ML, GenAI with federal and state governments, research institutions, universities, aerospace, energy, and advanced manufacturing customers. • Gretchen emphasizes collaborating with customers on ethical and responsible AI, building it in and not bolting it on. Her focus ensures governments, educational institutions and enterprise customers advance the future of research, have competitive advantages, build smarter cities and provide enhanced services to citizens and customers. • Prior to Intel, Gretchen worked at HP for over 20 years, promoted to Account General Manager for HP's US Air Force Business Unit. • MBA from Plymouth State University; BS from Wells College; Certified in Brand and Product Marketing from Dartmouth's Tuck School of Business, and Certified in Data Analytics - AI and ML from Harvard Business Analytics Program.

1100 Panel 1 - Compute for Tactical and Strategic Advantage

The foundational computing capabilities enabling AI at scale—edge, cloud, HPC.



Sponsored by:



Panelists	Summary of Background
 Dr. Paul Parazzoli, Strategic Partnerships and Initiatives Lead, IBM Quantum	• Dr. Paul Parazzoli is the Strategic Partnerships and Initiatives Lead at IBM Quantum, focusing on the public sector. In this role, he drives program and workforce development initiatives for IBM's clients and facilitates research collaborations and funding opportunities. Paul also supports IBM Quantum's business development and growth strategies. Before joining IBM, he was a research scientist at Sandia National Laboratories, specializing in atomic, molecular, and optical (AMO) physics, with a research focus on quantum computing, inertial sensing, and atomic clocks. He later served as a program manager at the Department of Energy's Basic Energy Sciences, where he led the Atomic, Molecular, and Optical Sciences program and advanced DOE/BES's strategic investments in Quantum Information Sciences. • PhD, Physics, University of Colorado Boulder • BS, Physics, University of Washington
 Ms. Gretchen Stewart, Principal Engineer, Public Sector Chief Data Scientist	• Gretchen Stewart is a Principal Engineer (PE) supporting Intel's public sector team and is a member of Intel's enterprise HPC and AI solution architect team. • Gretchen builds data analytics/ AI/ ML practices focused on digital twins, classical ML, GenAI with federal and state governments, research institutions, universities, aerospace, energy, and advanced manufacturing customers. • Gretchen emphasizes collaborating with customers on ethical and responsible AI, building it in and not bolting it on. Her focus ensures governments, educational institutions and enterprise customers advance the future of research, have competitive advantages, build smarter cities and provide enhanced services to citizens and customers. • Prior to Intel, Gretchen worked at HP for over 20 years, promoted to Account General Manager for HP's US Air Force Business Unit. • MBA from Plymouth State University; BS from Wells College; Certified in Brand and Product Marketing from Dartmouth's Tuck School of Business, and Certified in Data Analytics - AI and ML from Harvard Business Analytics Program.

Panelists	Summary of Background
 Dr. Nathaniel J. Fuller, Senior Fellow, Noblis	• Dr. Fuller has worked with numerous Department of War (DOW) agencies, including, the DOW Chief Information Officer (CIO) Office, the Under Secretary of War (OUSW), Chief Digital & Artificial Intelligence Office (CDAO), and the Intelligence Community (IC)) on Zero Trust (ZT), Machine Learning (ML), Artificial Intelligence (AI) research, cloud and data engineering, and cyber-related challenges. • Dr. Fuller is also an adjunct professor/researcher at Purdue University (Global) and an adjunct lecturer for North Carolina Central University (NCCU) – Project Kitty Hawk. • He is a former United States (US) Navy Avionic Technician (AT) and has a Doctorate in Computer Information Systems (CIS) and a Master in CIS from Nova Southeastern University (NSU), a Master in Aeronautical Science and a Bachelor of Science in Management of Technical Operations from Embry-Riddle Aeronautical University (ERAU), and a Bachelor of Science in CIS from Saint Leo University. • Dr. Fuller is a Certified Information Technology Infrastructure Library (ITIL) professional, a Certified SAFe 4 Agilist, a Certified Data Management Professional (CDMP), a Certified Information Security Specialist (CISS), and a Certified Data Archive Professional (CDAP). He enjoys coaching his daughter and son in competitive swimming.
 Mr. Tony Schwarz, Head of Federal Business Development, Armada	• Currently leads the sales of network management, edge computing, and AI solutions to U.S. federal customers, focusing on defense and national security. • Previously, Chief Growth Officer at Infinity Technology in McLean, VA, where he directed company growth strategies, managed P&L across different revenue domains, and maintained deep relationships with numerous U.S. government agencies. • Currently a U.S. Navy Reserve Captain, Tony began his military career as a Naval Aviator. He assumed various leadership roles within the Navy, including Middle East policy advisor roles at the National Security Council and State Department, J5 Branch Chief at U.S. Central Command, and Chief of Staff at the Office of the Secretary of Defense, where he advised on Middle East-related national security issues and built interagency relationships to enhance policy initiatives. • Master of Arts in National Security & Strategic Studies from the U.S. Naval War College, a Master of Arts in Organizational Management from George Washington University, and a Bachelor of Science in English from the U.S. Naval Academy. He also holds a certificate from Harvard University in Leadership and Decision Making.

Panelists	Summary of Background
 Mr. Josh Sinclair, Account Executive, Department of the Navy, Nutanix Moderator	• Josh Sinclair is a seasoned business leader and strategist with a passion for driving growth, innovation, and operational excellence. With years of experience in IT engineering for government and defense, Josh has built a proven track record of leading cross-functional teams, launching new initiatives, and scaling operations in complex, fast-paced environments. • For the past decade, Josh has been with Nutanix, where he currently serves as an Account Executive supporting the U.S. Navy, helping advance mission-critical modernization and enterprise cloud initiatives across the fleet.

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Enhance decision making for diverse defense applications

Enhance decisions making for various defense use cases spanning inventory and equipment analytics, supply chain optimization, threat and countermeasure planning, environmental analysis, logistics simulation and more

Discover and deploy actionable insights with AI

Leverage a defense-focused LLM, from IBM Granite trained on Janes trusted data, to rapidly synthesize information quickly, extract key insights, and identify patterns.

Accelerate decision-making with data you can trust

Cut research time by up to 85% and build trust with actionable insights from Janes comprehensive foundational defense intelligence



1300 Panel 2 - Dominant Decision Superiority

Seeing the fight before it starts with enhanced sensing, processing, and command decision-making across the kill chain.



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Panelists



Lieutenant General Michael S. Cederholm, Commanding General, I Marine Expeditionary Force (I MEF)

Summary of Background

- Lieutenant General Michael S. Cederholm, Commanding General, I Marine Expeditionary Force (I MEF) since February 2024.
- Operational assignments include VMFA(AW)-242, 1st Battalion 1st Marines, VMFA- 112, Navy Fighter Weapons School (TOPGUN) Instructor, MAG-11, MAG-12, VMFA-212, MAG-31, US Marine Corps Forces Command (MARFORCOM) - Fleet Marine Force Atlantic (FMFLANT), 2D Marine Aircraft Wing, and now I MEF.
- Staff assignments include Manpower Management Officer Assignments (MMOA); Headquarters Marine Corps Aviation - Aviation Weapons Requirements (APW); Military Aide to the Assistant Secretary of the Navy for Research, Development and Acquisition, the Honorable Mr. Stackley; Military Secretary (MILSEC) to the 36th Commandant of the Marine Corps, General Dunford; and as the Deputy Commandant for Aviation (DCA).
- Joint assignments include Joint Staff J-8 (Force Application Division), and three General Officer billets inside the Joint Staff J-3 (Deputy Director of Operations; Vice Director J-33 Nuclear-Homeland Defense-Current Operations; and Deputy Director Regional Operations (DDRO) J35). He deployed twice in a Joint billet to the Coalition Air Operations Center (CAOC) at Prince Sultan Air Base (PSAB) Saudi Arabia for Joint Task Force SOUTHERN WATCH (JTF-SWA), Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF) where he served as the Co-lead for Killbox Interdiction and Close Air Support and authored the Urban CAS Concept of Operations (CONOPS) for Coalition Forces in OIF. Additionally, LtGen Cederholm deployed from the Arctic to Eastern Europe as one of the leading elements of NATO's immediate response to the Russian invasion of Ukraine serving as the Commanding General of Task Force BALTIC WATCHTOWER.
- Commanded in all three Marine Expeditionary Forces - VMFA-212 (III MEF), MAG-31 (II MEF), 2D MAW (II MEF), and now I MEF
- Has flown operational tours in all four Marine Aircraft Wings and flown every operational type-model aircraft in the Marine Corps inventory, to include the F-35B, CH-53K, and VH-92
- Graduate of the Navy Fighter Weapons School (TOPGUN), the National War College, and is a

Panelists	Summary of Background
	Massachusetts Institute of Technology (MIT) Seminar XXI Fellow. While at the National War College, Lieutenant General Cederholm earned a Master of Science degree in National Security Strategy and was the recipient of the 2008 Marine Corps Association Colonel Richard A. Christie Excellence in Writing Award. Education & Commissioning: Wesleyan University graduate; commissioned in April 1989; completed flight training in Pensacola, Beeville, and El Toro.
 ★ ★ Rear Admiral Doug Small, USN (Ret.)	- Rear Admiral Doug Small is a native of Birchwood, Wisconsin. He is a 1988 graduate of Marquette University in Milwaukee with a Bachelor of Science in Physics, and was commissioned through NROTC. He also holds a Doctorate in Physics from the Naval Postgraduate School in Monterey, California. - Operational tours included Main Propulsion Assistant on USS Camden (AOE 2), Combat Systems Officer (Plankowner) on USS Iwo Jima (LHD 7), and Technical Director of Joint CREW Composite Squadron (JCCS) 1. He deployed in support of Operations Desert Storm and Iraqi Freedom. - Transitioning from Surface Warfare to Engineering Duty Officer, he focused on research, development, and acquisition of warfare systems, starting at the Naval Surface Warfare Center, Dahlgren Division and then the Missile Defense Agency. Moving to the Program Executive Office for Integrated Warfare Systems (PEO IWS), Small was the Electronic Warfare assistant and then the Major Program Manager for Above Water Sensors (PEO IWS 2), leading the development and acquisition of significant improvements for the Navy in Electronic Warfare, radar, and laser weapons. He next served as the Executive Assistant to the Assistant Secretary of the Navy for Research, Development and Acquisition, the Navy's Acquisition Executive. - Selected for Flag Officer in 2016, his first assignment was Program Executive Officer for IWS, where he led the team responsible for development, delivery, and sustainment of all surface navy sensor, combat, and weapon systems. In August 2020, he assumed command of the Naval Information Warfare Systems Command (NAVWAR), leading a global workforce of over 11,000 civilian and military professionals who design, develop, install, and support Navy and Marine Corps networking, communications, information, and cyber capabilities and systems. He was also assigned by the Chief of Naval Operations as the first Direct Reporting Program Manager for Project Overmatch, where he built the team

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	responsible for developing and delivering a generational update to the Naval Operational Architecture. - Over the years his teams were awarded the Army Meritorious Unit Commendation, the Navy Unit Commendation, multiple (Navy) Meritorious Unit Commendations, and a Packard Award for acquisition excellence. - Since his retirement from active duty in October 2024, he provides consulting services through his company, DWS Strategies, LLC. As a board member and strategic advisor, he provides expert help to companies navigating Defense and National Security Acquisition.
 Mr. Tom Skradski - Modernization Solution Specialist, Navy, RedHat	- Tom Skradski is the Navy's Modernization Solution Specialist for Red Hat, focusing on OpenShift and application platforms. He has been with Red Hat for a year and a half and covers the Navy and Marine Corps. - Prior to RedHat, Tom was a CANES Lead Engineer with NIWC Atlantic at PMW-160. He considers this time to be the happiest of his life. - He has a Bachelor and Master degree in Computer Science from the University of Illinois and has worked as a software engineer, cyber security engineer, integrator, and cat-herder.
 Ms. Tara Duckworth, Senior IT Principal Architect - Software Engineering, Maximus	- Senior IT Principal Solution Architect, and IT Service Management Mission Thread lead for Maximus, developing new capabilities and solutions to deliver customer outcomes - Prior to joining Maximus, she supported PEO Digital as the NAVWAR 5.0 Director of Architecture, Assistant Program Executive Officer-Engineering (APEO-E), and Scaled Agile Framework (SAFe) Solution Architect. Additionally, she led the PEO Digital pilot Central Data Exchange (CDX) which is an Enterprise API Marketplace and Gateway - Prior Active Duty Air Force, communications-computer systems career field - Holds certifications from ISC2, EC Council, SAFe, and ServiceNow - MS, Computer Information Systems, Cybersecurity sub-concentration, Boston University

Panelists	Summary of Background
 Mr. Randy Velliquette, Manager, Deloitte Moderator	• Mr. Velliquette is a Marine Corps veteran with 16 years of dedicated service, where he honed his expertise in IT, focusing on tactical edge communication, data networks, and netops. Now, as a Manager at Deloitte, he leads workstreams in cybersecurity, cloud and open infrastructures, as well as Gen AI, with a particular emphasis on Large Language Models. • A tech enthusiast at heart, Mr. Velliquette thrives on innovation and hands-on experimentation. In his free time, he enjoys tinkering in his home lab, assembling digital pinball machines, and exploring the latest in-home tech gadgets. When he's not immersed in technology, he loves spending quality time with his family, camping, fishing, and hiking—often with a new outdoor tech gadget or two. • MS, Information Assurance and Ethical Hacking, National University • Master of International Affairs, International/Global Studies, US San Diego • BS, Political Science, University of Maryland Global Campus



1430 Panel 3 - Trust at Machine Speed
*Exploring secure, encrypted communications
and AI's role in adaptive, contested network
environments.*



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Panelists	Summary of Background
 Mr. Thomas Johnson (TJ), Senior Principal Engineer – Combined & Joint Interoperability, MCTSSA	• Senior advisor to the Technical Director and Commanding Officer of MCTSSA. Supporting as the technical authority for Combined and Joint C2 interoperability ensuring MCTSSA's position on Combined and Joint C2 aligns with and drives USMC on Service, Joint, and Coalition integration efforts. • Prior, was the Lead Systems Engineer – Combat Operations Center (COC) for MCTSSA, recognized Service-wide as a subject matter expert on the employment, interfaces, architecture, and application of sub-systems within the COC. Led a team performing analysis, design, development, testing, evaluation, integration, and engineering services in support of MAGTF C2. • Topic Sponsor for a Marine Corps Systems Command NPS Research study investigating the use of AI/ML to improve C4ISR interoperability mapping and testing. • Principal Investigator for a Cooperative Research and Development Agreement (CRADA) between MCTSSA and Ultra Electronics. • USMC engineering lead for Joint Staff Mission Partner Environment (MPE) interoperability capabilities recently exercised in Bold Quest 2023. • Lead engineer for the USMC's efforts to convergence of currently disparate air-land centric C2 programs of record to a singular, all-domain MAGTF C2 capability as directed in the Force Design Annual Update June 2023.
 Ms. Stephanie Tharp, Vice President, Sigma Defense	• VP at Sigma Defense • Recently served as the Senior Advisor/(Acting) Director, recently 4.0 Logistics and Fleet Support • Previously at GDIT and Northrop Grumman Mission Systems in leadership roles. • Prior to joining industry, taught as a Professor/Learning Director/NAVWAR CLO at Defense Acquisition University, served as the Maintenance Systems ALIS-ODIN Portfolio Director for the F-35 Joint Program Office, served as the PMW-120/160 Product Support Manager/ HQ 4.0 PM and In-Service Engineering Agent (ISEA) ILS Lead & Deputy ISEA for SPAWAR, and Logistics Manager for NAVAIR. • Masters in Management, Harvard Extension School • Bachelor's, Fresno Pacific University

Panelists	Summary of Background
 Mr. Richard Storey, Managing Director, Deloitte	• Richard Storey leads Cloud Engineering and software development operations for Deloitte's Navy and Energy Business portfolio. • Former Navy Surface Warfare Officer (Nuclear) who began his consulting career defining IT data outcomes and building decision support systems for Navy and Marine Corps CIOs. Deloitte is supporting the Navy and DoD on multiple engagements to leverage data science and artificial intelligence to improve decision outcomes in mission areas such as aircraft maintenance and fuel analysis, help desk operations, and network observability. • MBA, International Business Development, Georgetown University • MBA, McDonough School of Business, Georgetown University • BA, Georgetown University
 Dr. John Zehnpfennig, Director of Offensive Security, CGI Federal	• Focused on assisting Federal and industry partners develop novel solutions – often using existing investments – to emulate and defeat evolving cyber threats via judicious use of AI, threat intelligence, and a solid understanding of his clients' mission and intent. • Retired Army Officer of 25 years. Enlisting as a MP he worked his way to West Point, graduated with a BS in Electrical Engineering (EE), and was Commissioned into the Army Corps of Engineers. He served multiple combat tours and Commands as an Engineer, then obtained his MS at the University of Michigan, Ann Arbor in EE and Optics & Photonics before teaching at EE West Point. • After teaching at West Point, served as Army Central Command's Telecom Engineer and reset the SWA Theater for our fight against ISIS and withdrawal from Afghanistan. He then served as an Army Cyber Operations Officer for five years leading a Cyber Protection Team for US Central Command, planning Offensive Cyber Operations for US Africa Command, US Forces Afghanistan, and US European Command, and penning the cyber portions of NORAD and US Northern Command's "Defend the Continent" and "Defend the Homeland" plans. • Immediately upon retirement he earned his MBA from his local HBCU, Alabama A&M University. He now serves as an EE adjunct professor at A&M, where he teaches one course per semester and runs a research lab conducting novel cyber and electronic warfare work.

Panelists	Summary of Background
 Mr. Roland Feghali, Sr Dir, Digital Platform and Solutions, Maximus Moderator	• Senior Director, Digital Platform and Solutions, for Maximus, leading Agile framework adoption and process improvement. • Prior to joining the private sector, served in the capacity of Neptune Cloud Management CTO for PEO Digital and Technical Director for PEO C4I PMW 750. • Completed Amazon Web Services (AWS) Government Fellowship program in 2019. • AFCEA San Diego MARCOM Chair • MS, Systems Analysis, Naval Postgraduate School • BS, Computer Engineering, Purdue University



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- ✓ **First-ever** at-sea deployment of a sovereign edge data center ("Galleon") delivering real MOC-grade processing and network management services underway
- ✓ **Live Minotaur** ISR processing onboard — AIS, radar, imagery — with no reliance on distant cloud
- ✓ **Atlas** platform managed Starlink+Starshield transport layers; maintained full backhaul continuity
- ✓ **Integrated** with Microsoft Flankspeed Edge (Azure Local) — demonstrating joint survivable compute posture
- ✓ **Rapid redeployment:** < 3 hrs from pier back to HQ — exceeding Navy's target (< 8 hrs) by 2x+
- ✓ **Navy feedback:** Armada 'outperformed the expectation'; immediately asked to expand scope

**1600 Panel 4 - Combat System and Kill
Web Orchestration**

*Fusing AI into platforms, sensors, and
operations—multi-domain, system-of-systems
integration.*



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Panelists	Summary of Background
 ★★★★★ Lieutenant General Michael S. Cederholm, Commanding General, I Marine Expeditionary Force (I MEF)	• Lieutenant General Michael S. Cederholm, Commanding General, I Marine Expeditionary Force (I MEF) since February 2024. • Operational assignments include VMFA(AW)-242, 1st Battalion 1st Marines, VMFA- 112, Navy Fighter Weapons School (TOPGUN) Instructor, MAG-11, MAG-12, VMFA-212, MAG-31, US Marine Corps Forces Command (MARFORCOM) - Fleet Marine Force Atlantic (FMFLANT), 2D Marine Aircraft Wing, and now I MEF. • Staff assignments include Manpower Management Officer Assignments (MMOA); Headquarters Marine Corps Aviation - Aviation Weapons Requirements (APW); Military Aide to the Assistant Secretary of the Navy for Research, Development and Acquisition, the Honorable Mr. Stackley; Military Secretary (MILSEC) to the 36th Commandant of the Marine Corps, General Dunford; and as the Deputy Commandant for Aviation (DCA). • Joint assignments include Joint Staff J-8 (Force Application Division), and three General Officer billets inside the Joint Staff J-3 (Deputy Director of Operations; Vice Director J-33 Nuclear-Homeland Defense-Current Operations; and Deputy Director Regional Operations (DDRO) J35). He deployed twice in a Joint billet to the Coalition Air Operations Center (CAOC) at Prince Sultan Air Base (PSAB) Saudi Arabia for Joint Task Force SOUTHERN WATCH (JTF-SWA), Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF) where he served as the Co-lead for Killbox Interdiction and Close Air Support and authored the Urban CAS Concept of Operations (CONOPS) for Coalition Forces in OIF. Additionally, LtGen Cederholm deployed from the Arctic to Eastern Europe as one of the leading elements of NATO's immediate response to the Russian invasion of Ukraine serving as the Commanding General of Task Force BALTIC WATCHTOWER. • Commanded in all three Marine Expeditionary Forces - VMFA-212 (III MEF), MAG-31 (II MEF), 2D MAF (II MEF), and now I MEF

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	• Has flown operational tours in all four Marine Aircraft Wings and flown every operational type-model aircraft in the Marine Corps inventory, to include the F-35B, CH-53K, and VH-92 • Graduate of the Navy Fighter Weapons School (TOPGUN), the National War College, and is a Massachusetts Institute of Technology (MIT) Seminar XXI Fellow. While at the National War College, Lieutenant General Cederholm earned a Master of Science degree in National Security Strategy and was the recipient of the 2008 Marine Corps Association Colonel Richard A. Christie Excellence in Writing Award. • Education & Commissioning: Wesleyan University graduate; commissioned in April 1989; completed flight training in Pensacola, Beeville, and El Toro.
 ★ ★ Rear Admiral Doug Small, USN (Ret.)	• Rear Admiral Doug Small is a native of Birchwood, Wisconsin. He is a 1988 graduate of Marquette University in Milwaukee with a Bachelor of Science in Physics, and was commissioned through NROTC. He also holds a Doctorate in Physics from the Naval Postgraduate School in Monterey, California. • Operational tours included Main Propulsion Assistant on USS Camden (AOE 2), Combat Systems Officer (Plankowner) on USS Iwo Jima (LHD 7), and Technical Director of Joint CREW Composite Squadron (JCCS) 1. He deployed in support of Operations Desert Storm and Iraqi Freedom. • Transitioning from Surface Warfare to Engineering Duty Officer, he focused on research, development, and acquisition of warfare systems, starting at the Naval Surface Warfare Center, Dahlgren Division and then the Missile Defense Agency. Moving to the Program Executive Office for Integrated Warfare Systems (PEO IWS), Small was the Electronic Warfare assistant and then the Major Program Manager for Above Water Sensors (PEO IWS 2), leading the development and acquisition of significant improvements for the Navy in Electronic Warfare, radar, and laser weapons. He next served as the Executive Assistant to the Assistant Secretary of the Navy for Research, Development and Acquisition, the Navy's Acquisition Executive. • Selected for Flag Officer in 2016, his first assignment was Program Executive Officer for IWS, where he led the team responsible for development, delivery, and sustainment of all surface navy sensor, combat, and weapon systems. In August 2020, he assumed command of the Naval Information Warfare Systems Command (NAVWAR), leading a global workforce of

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	over 11,000 civilian and military professionals who design, develop, install, and support Navy and Marine Corps networking, communications, information, and cyber capabilities and systems. He was also assigned by the Chief of Naval Operations as the first Direct Reporting Program Manager for Project Overmatch, where he built the team responsible for developing and delivering a generational update to the Naval Operational Architecture. • Over the years his teams were awarded the Army Meritorious Unit Commendation, the Navy Unit Commendation, multiple (Navy) Meritorious Unit Commendations, and a Packard Award for acquisition excellence. • Since his retirement from active duty in October 2024, he provides consulting services through his company, DWS Strategies, LLC. As a board member and strategic advisor, he provides expert help to companies navigating Defense and National Security Acquisition.
 Dr. Douglas Orellana, VP of Digital Engineering Solutions, ManTech	• With over a decade of experience in transformation, systems engineering, and technology integration, Dr. Douglas Orellana, is responsible for ManTech's digital transformation of systems engineering and developing the next generation solutions for intelligent systems engineering powered by advanced computing, modeling and simulation, automation, and artificial intelligence. • Dr. Orellana's career began at Northrop Grumman, where he worked as a systems engineer and architect. He held numerous positions with increasing authority within the system engineering organization that spanned the lifecycle of various complex systems; culminating in his final role as a Systems Engineering Manager and lead architect for Northrop Grumman's MQ-25 concept. Prior to his arrival at ManTech, Dr. Orellana held other leading roles at SAIC, where most recently he was Director of Engineering Solutions. • Beyond his professional life, Dr. Orellana has been a strong proponent of increasing inclusion, diversity, equity, and accessibility in corporate America through inter-company and community outreach. He has served in many leadership positions in Latinx and Multicultural Business Resource Groups as well as served on the national board of directors for the Society of Hispanic Professional Engineers. His work is aimed at uplifting the Latinx and other marginalized communities to achieve advanced degrees and

Panelists	Summary of Background
	careers in science, technology, engineering, and mathematics (STEM). • Dr. Orellana has been recognized for his academic excellence, professional work and community involvement. In 2021, he was named Top 40 Under 40 by AFCEA, for his innovation and thought leadership in digital transformation supporting Aerospace and Defense. In 2019, the Engineer's Council awarded him the Outstanding Engineering Achievement Award for his research contributions to the Systems Engineering Body of Knowledge. In 2012, INCOSE awarded him the JHU APL Alexander Kossiakoff SE Research Award. In 2010, Great Minds in STEM named him HENAAC's Most Promising Engineer (Masters) and the Society of Hispanic Professional Engineers selected him in 2009 as Promising Engineer for Technical Achievement.
 Mr. Tony Schwarz, Head of Federal Business Development, Armada	• Currently leads the sales of network management, edge computing, and AI solutions to U.S. federal customers, focusing on defense and national security. • Previously, Chief Growth Officer at Infinity Technology in McLean, VA, where he directed company growth strategies, managed P&L across different revenue domains, and maintained deep relationships with numerous U.S. government agencies. • Currently a U.S. Navy Reserve Captain, Tony began his military career as a Naval Aviator. He assumed various leadership roles within the Navy, including Middle East policy advisor roles at the National Security Council and State Department, J5 Branch Chief at U.S. Central Command, and Chief of Staff at the Office of the Secretary of Defense, where he advised on Middle East-related national security issues and built interagency relationships to enhance policy initiatives. • Master of Arts in National Security & Strategic Studies from the U.S. Naval War College, a Master of Arts in Organizational Management from George Washington University, and a Bachelor of Science in English from the U.S. Naval Academy. He also holds a certificate from Harvard University in Leadership and Decision Making.

Panelists	Summary of Background
Ms. Sarah Carter, President, Gnostech Moderator	• Ms. Carter leads Gnostech's IRAD and technology development initiatives to include Multi-Level Security research and development, establishing Gnostech's Agile & DevSecOps capability in 2012, and building the foundational infrastructure for Gnostech's AI model development capability. • She is a Graduate of the United States Coast Guard Academy in New London, CT. Upon graduating from the Academy, Ms. Carter was assigned to the Coast Guard Cutter Dependable homeported in Cape May, New Jersey. • She served as a Deck Watch Officer and a Maritime Law Enforcement Officer where she conducted maritime operations from the north Atlantic to the Caribbean and Gulf of America. Upon departing Coast Guard Cutter Dependable, Ms. Carter was assigned to the Coast Guard's First District located in Boston, MA as a program and budget analyst. • Ms. Carter departed the Coast Guard and worked for General Dynamics Information Technology as a Program Manager and Systems Engineer supporting the Coast Guard's multi-billion dollar acquisition called the Deepwater Program. • Ms. Carter was responsible for establishing and leading the Coast Guard's Combat System and Weapons System Safety Certification program. Her direct contributions and combat systems and C2 system expertise led to the Coast Guard Cutter Bertholf obtaining certification to deploy with a US Navy Carrier Strike Group. She also guided the Littoral Combat Ship program office through several combat system safety certification evolutions for both LCS variants. • BS in Government & Systems Engineering; MS in Quality Systems.



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Wednesday, November 5th

0900 Panel 1 - Leadership Perspectives

*Delivering Warfighter advantage and creating value in
uncertain times.*

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Panelist	Summary of Background
 Lieutenant General Michael S. Cederholm, Commanding General, I Marine Expeditionary Force (I MEF)	• Lieutenant General Michael S. Cederholm, Commanding General, I Marine Expeditionary Force (I MEF) since February 2024. • Operational assignments include VMFA(AW)-242, 1st Battalion 1st Marines, VMFA- 112, Navy Fighter Weapons School (TOPGUN) Instructor, MAG-11, MAG-12, VMFA-212, MAG-31, US Marine Corps Forces Command (MARFORCOM) - Fleet Marine Force Atlantic (FMFLANT), 2D Marine Aircraft Wing, and now I MEF. • Staff assignments include Manpower Management Officer Assignments (MMOA); Headquarters Marine Corps Aviation - Aviation Weapons Requirements (APW); Military Aide to the Assistant Secretary of the Navy for Research, Development and Acquisition, the Honorable Mr. Stackley; Military Secretary (MILSEC) to the 36th Commandant of the Marine Corps, General Dunford; and as the Deputy Commandant for Aviation (DCA). • Joint assignments include Joint Staff J-8 (Force Application Division), and three General Officer billets inside the Joint Staff J-3 (Deputy Director of Operations; Vice Director J-33 Nuclear-Homeland Defense-Current Operations; and Deputy Director Regional Operations (DDRO) J35). He deployed twice in a Joint billet to the Coalition Air Operations Center (CAOC) at Prince Sultan Air Base (PSAB) Saudi Arabia for Joint Task Force SOUTHERN WATCH (JTF-SWA), Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF) where he served as the Co-lead for Killbox Interdiction and Close Air Support and authored the Urban CAS Concept of Operations (CONOPS) for Coalition Forces in OIF. Additionally, LtGen Cederholm deployed from the Arctic to Eastern Europe as one of the leading elements of NATO's immediate response to the Russian invasion of Ukraine serving as the Commanding General of Task Force BALTIC WATCHTOWER. • Commanded in all three Marine Expeditionary Forces - VMFA-212 (III MEF), MAG-31 (II MEF), 2D MAF (II MEF), and now I MEF • Has flown operational tours in all four Marine Aircraft Wings and flown every operational type-model aircraft in the Marine Corps inventory, to include the F-35B, CH-53K, and VH-92 • Graduate of the Navy Fighter Weapons School (TOPGUN), the National War College, and is a

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 Col. Michael Black, USAF (Ret.), VP, Defense, AFCEA International	• Senior Cyber/IT Leader with 40+ years of experience in communications, cyber operations, program management, and organizational leadership. • AFCEA International (since 2022): Leads defense operations, planning, and execution of global, large-scale, technically focused conferences supporting all military services and homeland security. • Former COO, Concise Network Solutions (4 years): Partnered with CEO to develop and execute the company's master business plan. • Former COO & Chief Corporate Development Officer, JMA Solutions (2.5 years): Directed operations and strategic planning to achieve corporate growth objectives. • Former COO, Premier Management Corporation (4 years): Oversaw daily operations, business units, and P&L management. • U.S. Air Force (26 years): Retired as Colonel; last post as Commander, White House Communications Agency, leading 1,200 personnel providing mission-critical communications for the President and senior leadership. • Education: ○ B.S., Basic Science – U.S. Air Force Academy (Distinguished Military Graduate) ○ M.S., National Resource Strategy (Information Operations) – National Defense University ○ M.A., Military Arts and Science – Army Command & General Staff College ○ M.A., Management – Webster University • Honors & Recognition: Published author; Inductee, White House Communications Agency Hall of Fame; Three 2020 Telly Awards for excellence in video and television.

Panelist	Summary of Background
Mr. John Richerson, Director, Intelligence Operations, NSWC Port Hueneme Division	• Key contributor to NAVSEA's compartmented innovation and experimentation mission area, advancing intelligence integration across the Warfare Center Enterprise, overseeing Intelligence Oversight, Special Security Support, and Financial Management of the Advanced Capabilities Portfolio for NSWC PHD. • Serves as NSWC PHD's primary Compartmented Business Development Official, managing all aspects of program and financial management for the compartmented mission. Leads the Scientific and Technical Intelligence Liaison Office and Counterfeit Material Prevention Program across the NAVSEA Enterprise. Joined NSWC PHD in 2016 as Director, Intelligence Operations, building a division-sized team to advance the command's intelligence mission. • Prior to NSWC PHD, John was a Security Specialist and Special Technical Operations Planner for USSTRATCOM. He was responsible for the information, physical, industrial, and program security, and the integration of special technical operations and space control capabilities across all five Component Commands and globally for the Commander, US Strategic Command. • Served in the US Navy for 20 years, retiring in December 2016. Transitioned to Civil Service with the U.S. Air Force, serving on the JFCC Space Staff at Vandenberg AFB, CA. • Commissioned through NROTC at Oregon State University (B.S. in Industrial & Manufacturing Engineering). • Naval Aviator – earned Wings of Gold in 2000; flew the MH-53E "Sea Dragon" helicopter. • Completed two operational flying tours with HM-15, including four deployments. • Led a 140-person, two-aircraft detachment to Manama, Bahrain in support of C5F operations (OEF/OIF). • Served aboard USS Essex (LHD-2), forward-deployed to Japan, qualifying as Officer of the Deck (Underway) and Command Duty Officer (in port). • Completed Department Head tour at HM-15 and later served as STO Planner at USSTRATCOM, JFCC Space. • M.S., Operations Research, Naval Postgraduate School — led joint C4I research with the Royal Thai Air Force; Ph.D. Candidate, Industrial and Organizational Psychology, Capella University. • Founding Instructor for Propel: Launch and Boost, NSWC PHD's leadership development programs for new supervisors.

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 Mr. Thomas Johnson (TJ), Senior Principal Engineer – Combined & Joint Interoperability, MCTSSA	• Senior advisor to the Technical Director and Commanding Officer of MCTSSA. Supporting as the technical authority for Combined and Joint C2 interoperability ensuring MCTSSA's position on Combined and Joint C2 aligns with and drives USMC on Service, Joint, and Coalition integration efforts. • Prior, was the Lead Systems Engineer – Combat Operations Center (COC) for MCTSSA, recognized Service-wide as a subject matter expert on the employment, interfaces, architecture, and application of sub-systems within the COC. Led a team performing analysis, design, development, testing, evaluation, integration, and engineering services in support of MAGTF C2. • Topic Sponsor for a Marine Corps Systems Command NPS Research study investigating the use of AI/ML to improve C4ISR interoperability mapping and testing. • Principal Investigator for a Cooperative Research and Development Agreement (CRADA) between MCTSSA and Ultra Electronics. • USMC engineering lead for Joint Staff Mission Partner Environment (MPE) interoperability capabilities recently exercised in Bold Quest 2023. • Lead engineer for the USMC's efforts to convergence of currently disparate air-land centric C2 programs of record to a singular, all-domain MAGTF C2 capability as directed in the Force Design Annual Update June 2023.
 Ms. Gretchen Stewart, Principal Engineer, Public Sector Chief Data Scientist	• Gretchen Stewart is a Principal Engineer (PE) supporting Intel's public sector team and is a member of Intel's enterprise HPC and AI solution architect team. • Gretchen builds data analytics/ AI/ ML practices focused on digital twins, classical ML, GenAI with federal and state governments, research institutions, universities, aerospace, energy, and advanced manufacturing customers. • Gretchen emphasizes collaborating with customers on ethical and responsible AI, building it in and not bolting it on. Her focus ensures governments, educational institutions and enterprise customers advance the future of research, have competitive advantages, build smarter cities and provide enhanced services to citizens and customers. • Prior to Intel, Gretchen worked at HP for over 20 years, promoted to Account General Manager for HP's US Air Force Business Unit. • MBA from Plymouth State University; BS from Wells College; Certified in Brand and Product Marketing from Dartmouth's Tuck School of Business, and Certified in Data Analytics - AI and ML from Harvard Business Analytics Program.

Panelist	Summary of Background
Mr. Tim Miller, VP of Programs, AFCEA San Diego Chapter Moderator	• Chief Revenue Officer and Strategic Solutions Architect for ProSync Technology Group, leading the growth strategy, business development, capture operations, and client engagement for the company. Since joining ProSync in 2020, has led the company's strategic growth by securing seven new prime contracts, six of which were with new customers, expanding and diversifying ProSync's portfolio of programs and capabilities. Also serves as Program Executive for all Prime multiple award contracts, overseeing performance, compliance and service delivery. • Prior to ProSync, Tim was a business strategy consultant for more than 10 years, helping large, medium, and small companies drive mission success, innovate, and grow in the Aerospace & Defense and National Security sectors. • Since beginning his career at IBM Business Consulting Services in 2004, has led capture and solution teams to more than \$100B in contract signings, including numerous single-award contracts valued at over \$15B. • Volunteers as the VP of Programs for AFCEA San Diego Chapter, Chair of the Ventura Defense Industry Forum's Program Engagement Committee and sits on AFCEA International's Membership Committee. • Recognized for leadership and exceptional volunteerism, Tim is a 2025 AFCEA International Meritorious Service Awardee, the 2024 AFCEA San Diego Chapter Jim Loiselle Volunteer of the Year, and the 2022 AFCEA San Diego Chapter Rookie of the Year. • BA, Economics, with Honors, Bates College

1015 Panel 2 - Shortening the Flash to Bang

*Driving practical innovations at speed through
unconventional problem-solving and imagineering.*

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Mr. John Richerson, Director, Intelligence Operations, NSWC Port Hueneme Division	• Key contributor to NAVSEA's compartmented innovation and experimentation mission area, advancing intelligence integration across the Warfare Center Enterprise, overseeing Intelligence Oversight, Special Security Support, and Financial Management of the Advanced Capabilities Portfolio for NSWC PHD. • Serves as NSWC PHD's primary Compartmented Business Development Official, managing all aspects of program and financial management for the compartmented mission. Leads the Scientific and Technical Intelligence Liaison Office and Counterfeit Material Prevention Program across the NAVSEA Enterprise. Joined NSWC PHD in 2016 as Director, Intelligence Operations, building a division-sized team to advance the command's intelligence mission. • Prior to NSWC PHD, John was a Security Specialist and Special Technical Operations Planner for USSTRATCOM. He was responsible for the information, physical, industrial, and program security, and the integration of special technical operations and space control capabilities across all five Component Commands and globally for the Commander, US Strategic Command. • Served in the US Navy for 20 years, retiring in December 2016. Transitioned to Civil Service with the U.S. Air Force, serving on the JFCC Space Staff at Vandenberg AFB, CA. • Commissioned through NROTC at Oregon State University (B.S. in Industrial & Manufacturing Engineering). • Naval Aviator – earned Wings of Gold in 2000; flew the MH-53E "Sea Dragon" helicopter. • Completed two operational flying tours with HM-15, including four deployments. • Led a 140-person, two-aircraft detachment to Manama, Bahrain in support of C5F operations (OEF/OIF). • Served aboard USS Essex (LHD-2), forward-deployed to Japan, qualifying as Officer of the Deck (Underway) and Command Duty Officer (in port). • Completed Department Head tour at HM-15 and later served as STO Planner at USSTRATCOM, JFCC Space. • M.S., Operations Research, Naval Postgraduate School — led joint C4I research with the Royal Thai Air Force;

Panelists	Summary of Background
 Mr. Thomas Johnson (TJ), Senior Principal Engineer – Combined & Joint Interoperability, MCTSSA	Ph.D. Candidate, Industrial and Organizational Psychology, Capella University. • Founding Instructor for Propel: Launch and Boost, NSWC PHD's leadership development programs for new supervisors. • Senior advisor to the Technical Director and Commanding Officer of MCTSSA. Supporting as the technical authority for Combined and Joint C2 interoperability ensuring MCTSSA's position on Combined and Joint C2 aligns with and drives USMC on Service, Joint, and Coalition integration efforts. • Prior, was the Lead Systems Engineer – Combat Operations Center (COC) for MCTSSA, recognized Service-wide as a subject matter expert on the employment, interfaces, architecture, and application of sub-systems within the COC. Led a team performing analysis, design, development, testing, evaluation, integration, and engineering services in support of MAGTF C2. • Topic Sponsor for a Marine Corps Systems Command NPS Research study investigating the use of AI/ML to improve C4ISR interoperability mapping and testing. • Principal Investigator for a Cooperative Research and Development Agreement (CRADA) between MCTSSA and Ultra Electronics. • USMC engineering lead for Joint Staff Mission Partner Environment (MPE) interoperability capabilities recently exercised in Bold Quest 2023. • Lead engineer for the USMC's efforts to convergence of currently disparate air-land centric C2 programs of record to a singular, all-domain MAGTF C2 capability as directed in the Force Design Annual Update June 2023.
 Mr. Brandon Woods, Associate Director of Connected Warfare, Anduril	• Brandon Woods leads Anduril's Marine Corps service strategy Division, establishing close partnerships with Marine Corps Combat Development Command, Deputy Commandant for Aviation, the Marine Corps Warfighting Lab, Marine Corps Systems Command, PEO Land Systems, and operational forces. • Prior to Anduril, Brandon spent 20+ years as an Active-Duty Marine Corps officer, serving as a MV-22 Osprey pilot, and most recently as the Legislative Affairs Director for the Deputy Commandant, Combat Development and Integration. • Brandon holds an undergraduate degree from the U.S. Naval Academy (Aerospace Engineering) and graduate degrees from Johns Hopkins University (Mechanical Engineering), the University of Virginia (Business Administration), and George Mason University (Public Policy).

Panelists	Summary of Background
 Mr. Mike Taylor, Hospital Ship Joint Task Director, Military Sealift Command	• Proven Information Technology and Communications strategic implementation Leader and Expeditionary Healthcare specialist with over 20 years experience in industry and military healthcare. • Operates as the Medical C4I Manager (T-AH/EXMED) for Force Medical, Military Sealift Command, ensuring the Information Technology and Communications readiness for Hospital Ships. Completed 6 Humanitarian Missions, 9 Fleet Exercises, and facilitated Shipyard Support Evolutions. • Mike has worked from Help Desk to Chief Information Officer and currently works as the Hospital Ship Joint Task Director for Military Sealift Command and the US Navy. • BA, History, San Diego City College
 Mr. Eugene Bailey, CISSP, PMP, Technical Director, Navy, ManTech Moderator	• Prior to being ManTech's Navy Technical Director, was the Program Director for the Naval Information Warfare Systems Command portfolio within Peraton. • Prior to joining industry, Mr. Bailey was the CIO and Director of C4 Systems for the US Navy Special Warfare Command leading a 75-person team delivering network, data, and cloud solutions to over 11,000 Special Forces operators (SEAL) across the Navy Special Warfare Enterprise. Pioneered digital transformation efforts resulting in groundbreaking Human Weapons System data collection to ensure health and leadership improvements throughout an operator's career. Authorizing Official for all Naval Special Warfare networks and platform systems measuring risk and ensuring reliable connectivity across the globe in multiple security settings. • Prior that, served as the Chief of Staff for Naval Information Warfighting Development Center, the Commanding Officer for the U.S. Naval Computer Telecommunications Station, Bahrain, the Director for C4I (J6) for U.S. Forces Japan, and Commanding Officer for Naval Computer and Telecommunications Station, San Diego. • Deployed with Expeditionary Strike Group TWO as the Director of Communications responsible for communications and computer systems for more than 16 Amphibious Ships in the Atlantic Fleet. • Certified CISSP and PMP • BS, General Science, Naval Academy; MA, National Security, U.S. Naval War College; MS, National Defense University

1135 Panel 3 - Preparing Future Generations for Success

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Panelists	Summary of Background
Dr. Xiaofeng Liu, Ph.D., Associate Professor, Department of Aerospace Engineering, San Diego State University	• Dr. Xiaofeng Liu, an associate fellow of the American Institute of Aeronautics and Astronautics, is currently an Associate Professor and the Graduate Advisor at the Department of Aerospace Engineering at San Diego State University (SDSU). Before joining SDSU, he was first a postdoctoral fellow, and subsequently an assistant research scientist at the Department of Mechanical Engineering at Johns Hopkins University, with a half-year of work experience at the Applied Physics Laboratory. He received his Bachelor and Master degrees in aerodynamics from Beijing University of Aeronautics and Astronautics, and a Ph.D. degree in aerospace engineering from University of Notre Dame. • Dr. Liu has extensive experience in flow diagnostics. His research interest includes high-lift aerodynamics, turbulent shear layer and wake flows, vortex dynamics, cavitation, bubble dynamics, jet atomization, acoustics, data assimilation and non-intrusive pressure measurement techniques. • Dr. Liu is a U.S. citizen with a Secret level of security clearance awarded in 2022. He has been appointed as an ONR Summer Faculty Fellow since 2016, first working at the Naval Surface Warfare Center Carderock Division from 2016 to 2022, and subsequently conducting summer research as an ONR Senior Faculty Fellow at the Acoustics Division of the U.S. Naval Research Laboratory. He is the recipient of the Best Faculty Award in 2017, the Most Influential Faculty Award in 2019 and the Outstanding Faculty Award in 2025 from SDSU, and the Outstanding Contribution to Aerospace Education Award from the AIAA San Diego Section in 2022, respectively. • Dr. Liu has been the Faculty Advisor to the SDSU AIAA Design/Build/Flight team since 2015, and the Faculty Advisor to the SDSU Aztec Council of Systems Engineering (ACOSE) since 2021. For the AIAA professional community, he has been serving as a member of the AIAA Aerodynamic

Panelists	Summary of Background
 Ms. Rachel Costello, Director, Innovating for National Security (i4NS), UC San Diego	Measurement Technology Technical Committee since 2015, and a member of the AIAA History Technical Committee since 2022.). • Rachel leads Innovating for National Security (i4NS) at University of California, San Diego. i4NS is a for-credit Academic Internship Program powered by Hacking for Defense Course that connects multidisciplinary students and National Security agencies to develop innovative solutions to the nation's emerging problems. • A seasoned Silicon Valley veteran with a deep understanding and experience in technology, defense and academia, Rachel advises early-stage founders and CEOs to build sustainable and scalable businesses by leveraging 30+ years of organizational leadership and operations expertise. • Previously, Rachel led large-scale projects worldwide at Tesla, Inc., including the company's first Gigafactory and dual-launch of a \$1.2B state compliance program and \$37.5M workforce development initiative. • Her 30-year Navy career included Principal Advisor to the Chief of Naval Operations and Command Master Chief of a Forward Deployed Naval Forces destroyer. Advisor to UC San Diego's National Security Entrepreneur in Residence Program and mentor to campus innovation programs, Rachel remains a passionate advocate of entrepreneurship and veteran/military spouse-focused business programs.
 Ms. Denese Cordaro, Professor of Program and Financial Management, DAU	• Professor of Program and Financial Management, Defense Acquisition University, educating and mentors defense acquisition professionals in program management, budgeting, and financial oversight. • Prior to DAU, Ms. Cordaro was a Deputy Director for United States Space Force, providing executive leadership and strategic oversight for financial and program management operations. Supported modernization and capability development initiatives for Space Force programs in San Diego. • Prior to USSF, Ms. Cordaro was the Lead Business Financial Manager for NAVWAR, directing financial planning and execution for multiple program offices, including Cybersecurity and Carrier & Air Integration (PMW) portfolios. Oversaw budgeting, cost analysis, and program

Panelists	Summary of Background
	control for Navy information warfare and cyber programs. As a Business Financial Manager / IT Functional Manager for the Navy, Ms. Cordaro managed maritime command and control financial operations and served as IT systems functional lead and trainer. • Prior to Government service, Ms. Cordaro was a business and financial management consultant with Forward Slope, Inc., BearingPoint, and PricewaterhouseCoopers (PwC) • Certified Defense Financial Manager, DAWIA Level III BFM, and PMP • BA, Psychology, Arizona State University; eMBA, Business/Managerial Economics, NPS.
 Mr. Daryl Porter, PMP, MBA, VP of Academia and Industry Relations, AFCEA San Diego Moderator	• Mr. Porter is an Acquisition Specialist at Systems Technology Forum, Ltd. (STF, Ltd.) and has worked as a defense contractor with various commercial and government agencies for Viasat and at the Space Systems Command Satellite Communications (SATCOM) System Delta 88 Narrowband (SSC SYD 88/NX) Program Office. • Supports the systems engineering, development, and delivery of narrowband satellite communication systems, consolidating acquisition efforts for satellite systems, ground segments, and software for narrowband SATCOM, ensuring warfighters have the necessary communication capabilities for operations. • As the VP of Academia for AFCEA San Diego Chapter, he cultivates partnerships and engagement opportunities across academia on behalf of the Chapter. • US Marine Corps Veteran, Avionics Chief • MBA, CSUSM; BS, Aeronautics, Embry-Riddle Aeronautical University (ERAU). • Certified PMP and Lean Practitioner by the Naval Aviation Enterprise (NAE).



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