



NDIA

2025 **SPACE WARFIGHTER FORUM** (SWF)

Peace Through Strength

August 26 – 28, 2025 | Colorado Springs, CO | [NDIA.org/SWF](https://ndia.org/SWF)

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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, August 26

Registration

DoubleTree by Hilton Hotel Colorado Springs,
Grand Ballroom Foyer | 3:00 – 5:00 pm

Wednesday, August 27 (Classified)

Registration

The Aerospace Corporation | 6:45 am – 4:30 pm

General Session

The Aerospace Corporation | 8:30 am – 4:45 pm

Ice Breaker Social

Hosted by Lockheed Martin | 4:45 – 6:30 pm

Thursday, August 28

Registration

DoubleTree by Hilton Hotel Colorado Springs,
Grand Ballroom Foyer | 7:00 am – 5:30 pm

General Session

DoubleTree by Hilton Hotel Colorado Springs,
Grand Ballroom | 8:30 am – 4:15 pm

Networking Reception

DoubleTree by Hilton Hotel Colorado Springs,
Courtyard | 4:15 – 5:30 pm

Join the Conversation

[@NDIAToday](https://twitter.com/NDIAToday) [@NDIAMembership](https://www.facebook.com/NDIAMembership)
[NDIA.org/LinkedIn](https://www.linkedin.com/company/ndia) [@NDIAToday](https://www.instagram.com/NDIAToday) [@NDIAToday](https://www.youtube.com/channel/UC...)

VITAL SIGNS

2026 SURVEY COMING SOON

Scan Here to sign up to receive the survey link once it's live!

Welcome to the 2025 Space Warfighter Forum

Welcome! NDIA's Space Division and the NDIA Rocky Mountain Chapter are proud to partner with U.S. Space Command for this Space Professional Development event joining industry, U.S. Space Command, U.S. Space Force, the Department of Defense (DoD), and Allied space professionals.

Events across the world in Europe, the Middle East, and Asia remind us daily that space is essential to the American way of war and the American way of life. Mission success in space is a team effort between the U.S., our allies, commercial space systems, and the essential industrial base that underpins all of them. That's why the next two days are so important. We are bringing leaders from all elements of that space team together here in Colorado Springs, the home of U.S. space operations, to help chart the course for continued space mission success.

This year's agenda includes insight into the threats we face in space, senior leader perspectives on challenges ahead, lessons learned from recent operations and exercises, and expert panels discussing how to pull all these pieces together to deliver the space capabilities our warfighters, our nation, and our allies depend on.

Thank you to everyone who made this event possible: General Stephen Whiting and the men and women of U.S. Space Command for their partnership, NDIA National for their outstanding work planning and executing this event, and the volunteers of NDIA's Space Division and the NDIA Rocky Mountain Chapter. Your tireless efforts make this forum successful. We hope you enjoy this event and your time in Colorado Springs!

Arnie Streland

Chair, Space Division, NDIA
Corporate Executive, Northrop Grumman Innovation Systems

Get Involved

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



Space Division

Who We Are

NDIA's Space Division offers a continuing forum for communications, discussion, and exchanges of views on all space activities with the government through periodic meetings, conferences, symposia, and studies that the Division conducts. The Division works jointly and coordinates with NDIA chapters and other Divisions and U.S. defense and government agencies in activities relating to space matters. It maintains close liaison with other industry associations, professional societies, universities, and other groups with similar interests in meeting its mission objectives.

Leadership and Committees

Arnie Streland

Division Chair,
Corporate Executive,
Northrop Grumman
Innovation Systems

Janet Grondin

Division Vice Chair,
CEO, Stellar Solutions, Inc.

Kevin "Morty" Mortensen

Chapter President, NDIA
Rocky Mountain
Vice President, Customer
Advocacy and Mission
Expansion, BAE Systems, Inc.



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Event Information

Location

DoubleTree by Hilton Hotel Colorado Springs
1775 E Cheyenne Mountain Blvd, Colorado Springs, CO 80906

Classified Location

The Aerospace Corporation
7250 Getting Heights, Colorado Springs, CO 80916

Attire

Civilian: Business Casual
Military: Class B

Real-Time Crowd-Sourced Q&A

Slido is an audience engagement platform that lets users crowd-source questions to spark discussion and boost participation. Participants can upvote questions with a thumbs-up, helping prioritize what gets addressed. The most popular questions are shown to the moderator and speaker. Ask your question in the general session by going to [Slido.com](https://www.slido.com)

Event code:
#SWF2025



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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Gwebster@NDIA.org

Planning Committee

DIVISION LEADERSHIP AND COMMITTEES

Arnie Streland
Division Chair

Janet Grondin
Vice Chair

Maj Gen Marty Whelan, USAF (Ret)
Chair Emeritus

Thomas "Tom" Walker
Director Emeritus

CHAPTER LEADERSHIP

Kevin "Morty" Mortensen
Chapter President

Richard "Doc" Klodnicki, PhD, PMP
Chapter Executive Vice President

Kathy Vinson
Chapter Treasurer

Karri Palmetier
Chapter Secretary

Harassment Statement

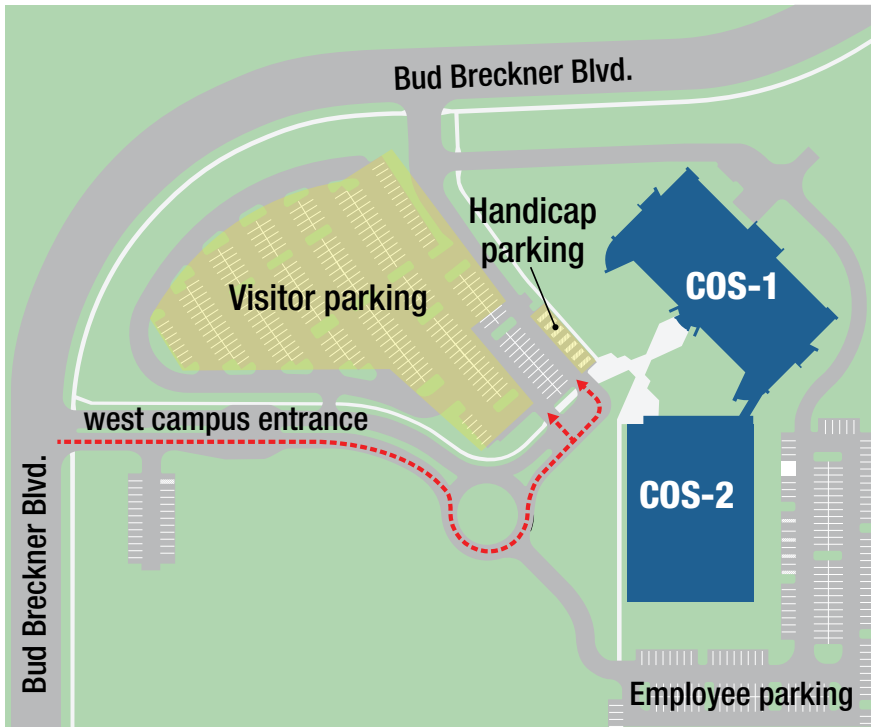
NDIA is committed to providing a professional environment free from physical, psychological, and verbal harassment. NDIA will not tolerate harassment of any kind, including but not limited to harassment based on ethnicity, religion, disability, physical appearance, gender, or sexual orientation. This 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), Emerging Technologies Institute (ETI), and Women In Defense (WID) meeting-related events, whether in person at public or private facilities, online, or during virtual events. NDIA, NTSA, ETI, and WID are committed to providing a productive and welcoming environment for all participants. Visit [NDIA.org/CodeOfConduct](https://www.ndia.org/CodeOfConduct) to review the full policy.

Venue Map

Classified Location— Aerospace Corporation, COS-2



Entrance

Visitors should enter via the west campus entrance. Proceed to visitor parking. Attendees must check in and receive their badges in the lobby of COS-1 or COS-2.

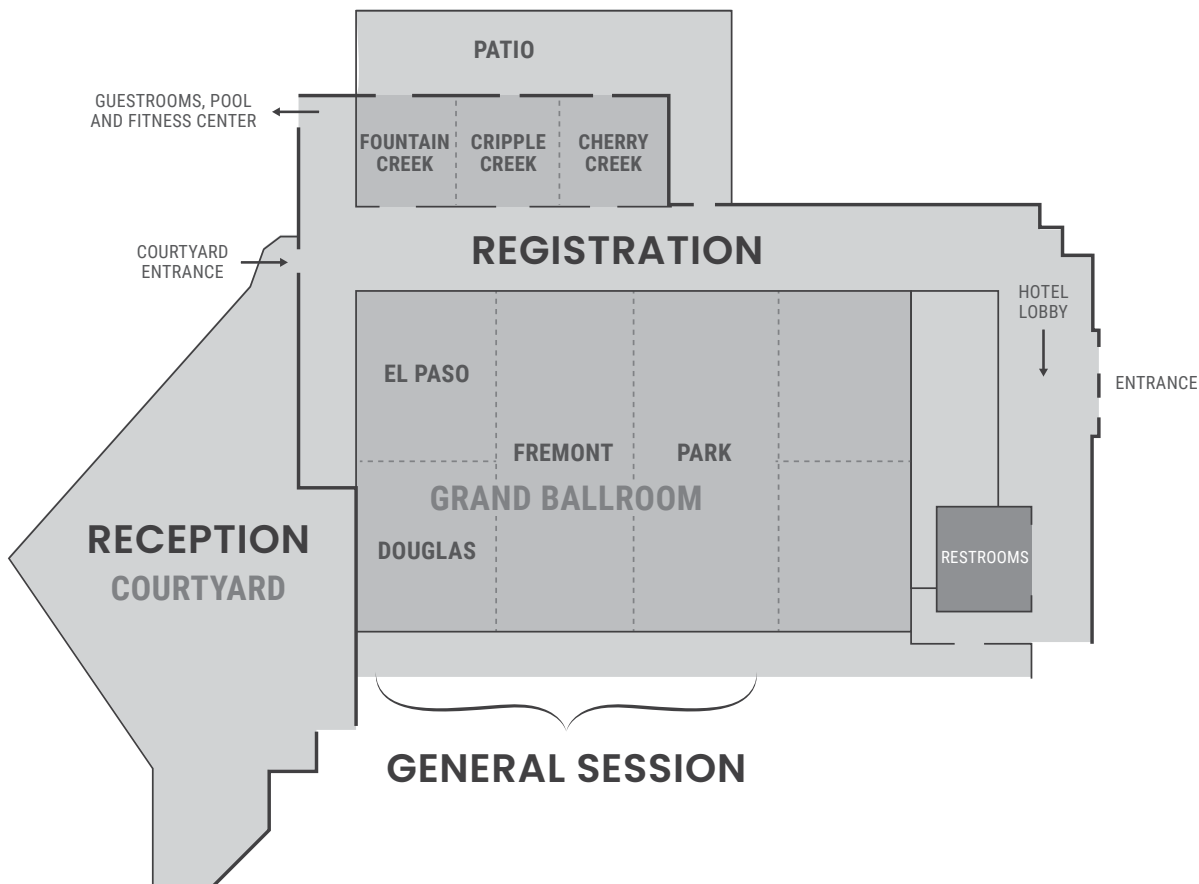
Identification

All visitors must have a current government-issued photo identification for admission into The Aerospace Corporation facilities.

Permanent resident aliens must provide a green card.

Foreign nationals must obtain pre-approval and bring a valid passport. Foreign nationals must also be accompanied by an Aerospace escort at all times while on the premises.

Unclassified Location — Doubletree by Hilton Hotel Colorado Springs



Agenda

Tuesday, August 26

3:00 – 5:00 pm

Registration

DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM FOYER

Sponsored by:



Wednesday, August 27 (Classified)

6:45 am – 4:30 pm

Registration

AEROSPACE CORPORATION FOYER

7:00 – 8:00 am

CAVE Tour/Window Walk (Pre-Registration Required)

BAYFIELD

Classified scenario focused on Sustained Space Maneuver to be played through walkthrough

6:45 – 7:25 am

Executive Breakfast (Invitation-Only)

AEROSPACE CORPORATION: 1307, VANGUARD

7:30 – 8:30 am

Networking Breakfast

AEROSPACE CORPORATION: FOYER

8:30 – 8:45 am

Administrative & Opening Remarks

AEROSPACE CORPORATION: 1304, EXPLORER

CDR Heather Thomas, USN

J81, U.S. Space Command

Jen Stewart

Executive Vice President, Strategy & Policy, NDIA

Michael Oehler

Special Security Director, The Aerospace Corporation

Kevin "Morty" Mortensen

Vice President, Business Development, Strategy & Growth, BAE Systems, Inc.
NDIA Rocky Mountain Chapter President

The logo for 'elara nova' is set against a dark, starry space background. The word 'elara' is in a white, lowercase, sans-serif font. The word 'nova' is also in a white, lowercase, sans-serif font, but the letter 'o' is replaced by a stylized starburst or sunburst graphic composed of many small orange and yellow arrows pointing outwards.

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8:45 – 9:15 am

Commander's Remarks

AEROSPACE CORPORATION: 1304, EXPLORER

Gen Stephen N. Whiting, USSF
Commander, U.S. Space Command

9:15 – 9:35 am

Intel Threat Brief

AEROSPACE CORPORATION: 1304, EXPLORER

Robert Shaffer
Senior Defense Intelligence Analyst

John Lombardi
Associate Director of Intelligence for Analysis and Integration, U.S. Space Command

9:35 – 10:00 am

Integrated Priority List (IPL) Briefing

AEROSPACE CORPORATION: 1304, EXPLORER

Richard Palmer
Deputy Director, Capability and Resource Integration (J8), U.S. Space Command

10:00 – 10:15 am

Networking Break

AEROSPACE CORPORATION FOYER

10:15 – 10:45 am

SSM Discussion

1304, EXPLORER

Dr. David Denhard
Chief Scientist and Technical Advisor, U.S. Space Command

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10:45 – 11:45 am

FVEY Partners Perspective

AEROSPACE CORPORATION: 1304, EXPLORER

Air Cdre Darren Whiteley, RAF

Deputy Director, Policy and Plans, U.S. Space Command
Moderator

Air Cdre Christopher Robson, RAAF

Commander, Space Forces Group and Joint Force Space Component Commander, Royal Australian Air Force

BGen Chris Horner, CAF

Commander 3 Canadian Space Division (3 CSD) and Joint Force Space Component Commander (JFSCC), Canadian Armed Forces

Gp Capt Julian Arnall, RAF

Liaison Officer, Royal Air Force

WGCDR Mark Waters

NZ Liaison Officer, U.S. Space Command

11:45 am – 12:15 pm

Networking Lunch

AEROSPACE CORPORATION FOYER

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12:15 – 1:15 pm

Space-Based Defense

AEROSPACE CORPORATION: 1304, EXPLORER

Kay Sears

Vice President & General Manager, Space, Intelligence & Weapon Systems, Boeing
Moderator

Robert Stephenson

Director, Requirements and Resources (J8), U.S. Indo-Pacific Command

Thomas Lockhart, Jr., SES

Director of the Capability and Resource Integration Directorate (J8), U.S. Space Command

Michael Dickey

Founding Partner, Elara Nova: The Space Consultancy

1:15 – 1:45 pm

Sensor to Shoot: Find, Fix, Track, Target, Engage, Assess (F2T2EA) Brief

AEROSPACE CORPORATION: 1304, EXPLORER

Maj Gen Jay Santee, USAF (Ret)

General Manager and Advisor to the Commander, U.S. Space Command, Defense Systems Group, The Aerospace Corporation

1:45 – 2:45 pm

U.S. Space Command Campaigning Panel

AEROSPACE CORPORATION: 1304, EXPLORER

Brig Gen Paul Murray, USAF (Ret)

Vice President, Stellar Solutions
Moderator

Maj Gen Anthony Mastalir, USSF

J3, U.S. Space Command

Alex Fuerst

J5, Deputy Director

Maj Gen Sam Keener, USAF

Director J7, Joint Exercises and Training, U.S. Space Command



2:45 – 3:00 pm

Networking Break

AEROSPACE CORPORATION FOYER

3:00 – 3:30 pm

Apollo Griffin 25 Lessons Learned

AEROSPACE CORPORATION: 1304, EXPLORER

Maj Gen Sam Keener, USAF

Director J7, Joint Exercises and Training, U.S. Space Command

3:30 – 4:30 pm

Kill Chains

AEROSPACE CORPORATION: 1304, EXPLORER

Maj Gen Harold "Punch" Moulton II, USAF (Ret)

Stellar Advisor, Stellar Solutions

Moderator

BGen Kyle Paul, RCAF

Deputy Commander, S4S

Gordon Kordyak

Deputy of the Department of the Air Force Program Executive Office Command, Control, Communications and Battle Management (DAF PEO C3BM), Assistant Secretary of the Air Force for Acquisition, Technology and Logistics, Headquarters, U.S. Air Force

Lt Gen David Miller, Jr., USSF

Commander, Space Operations Command

4:30 – 4:45 pm

End-of-Day Remarks

AEROSPACE CORPORATION: 1304, EXPLORER

Jen Stewart

Executive Vice President, Strategy & Policy, NDIA

Gen Stephen N. Whiting, USSF

Commander, U.S. Space Command

Kevin "Morty" Mortensen

Vice President, Business Development, Strategy & Growth, BAE Systems, Inc.
NDIA Rocky Mountain Chapter President

4:45 – 6:30 pm

Ice Breaker Social

AEROSPACE CORPORATION FOYER

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Thursday, August 28 (Unclassified)

- 7:00 am – 6:30 pm **Registration**
DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM FOYER
- 7:00 – 8:00 am **CAVE Tour/Window Walk (Pre-Registration Required)**
BAYFIELD
Classified scenario focused on Sustained Space Maneuver to be played through walkthrough
- 7:00 – 8:00 am **JCO Tour**
CATALYST CAMPUS
555 E PIKES PEAK AVE, COLORADO SPRINGS, CO 80903
- 7:30 – 8:30 am **Networking Breakfast**
DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM
- 8:30 – 8:45 am **Opening Remarks**
DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM
Jen Stewart
Executive Vice President, Strategy & Policy, NDIA
Thomas Lockhart, Jr., SES
Director of the Capability and Resource Integration Directorate (J8), U.S. Space Command
Arnie Streland
Chair, NDIA's Space Division
Corporate Lead Executive – Los Angeles, Northrop Grumman Corporation
- 8:45 – 9:15 am **Deputy Commander's Perspective**
DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM
LTG Thomas James, USA
Deputy Commander, U.S. Space Command
- 9:15 – 9:30 am **Networking Break**
DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM FOYER
- 9:30 – 10:30 am **Leveraging Commercial/Small Business Innovation Research (SBIR)**
DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM
Janet Grondin
Chief Executive Officer, Stellar Solutions
Vice Chair, NDIA's Space Division
Moderator
Barb Golf
Executive Agent for Space Domain Awareness (SDA), Space Domain Awareness and Combat Power Directorate, Space Systems Command, U.S. Space Forces – Space (S4S) Commercial Integration Office
Dr. Steven Lewis
Principal Engineer/Scientist - Technical Project Management, The Aerospace Corporation
Dan Jaworowski
Chief Operating Officer & President, Infinity Systems Engineering



NDIA

2025

FUTURE FORCE CAPABILITIES

CONFERENCE & EXHIBITION

Armaments | Demil | Fuze | IPW | Munitions | Robotics

Looking to address the needs of future defense forces through the integration of cutting-edge technologies? Attend NDIA's 2025 Future Force Capabilities Conference & Exhibition to foster creative interdisciplinary conversations and collaborations among 800-plus thought leaders and 50-plus exhibitors. Participants will leave with a better understanding of how new technologies and capabilities will influence future military operations.

Register Today!

September 30 – October 3, 2025 | Fort Worth, TX | [NDIAFFC.org](https://ndiaffc.org)

10:30 – 11:30 am

D.C. Perspectives Panel

DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM

Jen Stewart

Executive Vice President, Strategy & Policy, NDIA
Moderator

Stephen Kitay

Senior Vice President, True Anomaly

Sarah Mineiro

Founder and CEO, Tanagra Enterprises

Mike Clementi

Senior Vice President, Icebreaker Strategies, LLC

11:30 am – 12:30 pm

Networking Lunch

DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM FOYER

BGen Kyle Paul, RCAF

Deputy Commander, S4S

12:30 – 1:30 pm

Space-Based Defense – Opportunities and Challenges

DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM

Michael Dickey

Founding Partner, Elara Nova: The Space Consultancy
Moderator

Jeff Schrader

Vice President, Strategy & Business Development, Lockheed Martin Space

Dr. Dave Kaufman

President, Space & Mission Systems, BAE Systems, Inc.

Akash Jain

CTO, USG, Palantir Technologies

Raymond Sharp

Vice President, Missile Defense Solutions, Northrop Grumman

1:30 – 2:30 pm

Coordinating the All-Domain Fight – BMC3 Gaps

DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM

Matthew Crozier

Senior Director, Solution Architect, BAE Systems, Inc.
Moderator

Gordon Kordyak

Deputy of the Department of the Air Force Program Executive Office Command, Control, Communications and Battle Management (DAF PEO C3BM), Assistant Secretary of the Air Force for Acquisition, Technology and Logistics, Headquarters, U.S. Air Force

Shannon Pallone

Program Executive Officer (PEO) for Battle Management Command, Control & Communications, U.S. Space Force, Space Systems Command

Richard Palmer

Deputy Director, Capability and Resource Integration (J8), U.S. Space Command

2:30 – 2:45 pm

Networking Break

GRAND BALLROOM FOYER

2:45 – 3:45 pm

Integrating and Closing the Kill Chain at the Speed of Need – Solutions for Today’s Challenges

DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM

Dr. Lara Schmidt

Vice President, Defense Architectures and Integration, The Aerospace Corporation
Moderator

Thomas Lockhart, Jr., SES

Director of the Capability and Resource Integration Directorate (J8), U.S. Space Command

Robert Stephenson

Director, Requirements and Resources (J8), U.S. Indo-Pacific Command

Bruce McClintock

Lead, Space Enterprise Initiative; Senior Policy Research; Professor of Policy Analysis, RAND School of Public Policy

3:45 – 4:15 pm

Keynote Speaker

DOUBLETREE BY HILTON HOTEL COLORADO SPRINGS, GRAND BALLROOM

Gen Stephen N. Whiting, USSF

Commander, U.S. Space Command

4:15 – 5:30 pm

Networking Reception

DOUBLETREE BY HILTON COLORADO SPRINGS, COURTYARD

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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.

Keynote Biography



Gen Stephen N. Whiting, USSF

Commander, U.S. Space Command

Gen Stephen N. Whiting is the Commander, U.S. Space Command, headquartered at

Peterson Space Force Base, Colorado.

As the Commander of U.S. Space Command, General Whiting is responsible for defending U.S. and Allied interests in the space domain while providing space-enabled combat effects to joint warfighters around the globe. He exercises combatant command authority

over Soldiers, Marines, Sailors, Airmen, and Guardians operating ground and space-based systems around the world.

General Whiting is a 1989 distinguished graduate of the U.S. Air Force Academy with a degree in aeronautical engineering. He is a space operations officer and has commanded the 13th Space Warning Squadron; the 614th Air and Space Operations Center and Joint Space Operations Center; the 21st Space Wing; and the Combined Force Space Component Command and 14th Air Force.

General Whiting’s staff assignments include positions at Headquarters U.S. Air Force; U.S. Space Command; U.S. Strategic Command; the Chief of Naval Operations’ Strategic Studies Group; the Office of the Deputy Secretary of Defense; Headquarters Air Force Space Command; and Headquarters U.S. Space Force.

Prior to his current position, General Whiting was the Commander, Space Operations Command.

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Registration

Outside Analytics was acquired by SMX, a leader in next-generation cloud, C5ISR, and advanced engineering and IT solutions, in 2023. OA specializes in geospatial analytics and visualization, time dominant detection and tracking, and remote sensing systems. Together, SMX and Outside Analytics deliver scalable and secure solutions combined with the mission expertise needed to accelerate outcomes for the Department of Defense, Intelligence Community, Public Sector, Fortune 1000 and other public and private sector clients. smxtech.com



AM Networking Break



Networking Lunch



PM Networking Break



Small Business



WI-FI



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Plan Ahead for Success | 2025–2026 Featured Meetings, Conferences, and Events



2025 Undersea Warfare Fall Conference

September 15 – 17, 2025* | Groton, CT



28th Annual Systems & Mission Engineering Conference

October 27 – 30, 2025 | Tampa, FL



2026 Tactical Wheeled Vehicle Conference

February 23 – 25, 2026 | Pittsburgh, PA



Women In Defense 2025 National Conference

September 23, 2025 | Arlington, VA



Interservice/Industry Training, Simulation and Education Conference

December 1 – 4, 2025 | Orlando, FL



2026 Pacific Operational Science & Technology (POST) Conference

March 9 – 13, 2026** | Honolulu, HI



Fall 2025 Integrated Program Management Division Forum

September 23 – 25, 2025 | La Jolla, CA



36th Annual Special Operations Symposium

February 17 – 18, 2026 | Washington, D.C.



2026 Human Systems Conference

March 17 – 18, 2026 | Arlington, VA



Future Force Capabilities Conference & Exhibition

September 30 – October 3, 2025 | Fort Worth, TX



40th Annual National Logistics Forum

February 17 – 19, 2026 | Tampa, FL



Spring 2026 Integrated Program Management Division Forum

March 24 – 26, 2026 | Herndon, VA