

A high-angle, top-down view of an F-35 fighter jet in flight, banking to the right. The aircraft is dark grey with green markings on the fuselage and wings. It is carrying several air-to-air missiles under its wings. The background is a vast, arid landscape with brown and tan terrain, seen from an elevated perspective.

NDIA

AT THE HEART
OF THE MISSION

INTEGRATED PRECISION WARFARE REVIEW (IPWR-21)

Impact of New Administration on Precision Warfare

April 6 – 7, 2021 | [NDIA.org/IPWR21](https://ndia.org/IPWR21)

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WHO WE ARE

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



INTEGRATED PRECISION WARFARE (IPW)

WHO WE ARE

Integrated Precision Warfare (IPW) provides a forum for disparate kill chain experts to convene and collaborate to advance the art and science of precision engagement, thereby sustaining the success of American warfighters and ensuring the safety of our nation. As such, IPW organizes two classified annual events formerly held by the Precision Strike Association: the Precision Strike Annual Review (PSAR) and the Precision Strike Technology Symposium (PSTS). These classified events serve as ethical, collegial vehicles for top federal and military leadership to engage with technical subject matter experts and industry leadership in a candid dialogue that seeks to solve issues along the entire kill chain. To ensure that the topics considered at these events are relevant and timely, IPW members annually visit operational U.S. military commands to gain firsthand knowledge of current operational issues facing the warfighter.

LEADERSHIP

Ken Masson

Division Chair

Mark Converse

Vice Chair

Kerry Neace

Program Chair

Kurt Chankaya

Program Chair

WELCOME TO THE INTEGRATED PRECISION WARFARE REVIEW (IPWR-21)

NDIA's Integrated Precision Warfare (IPW) Division is pleased to bring you our Annual Review (IPWR) as a two-day virtual event. This year's theme is "Impact of New Administration on Precision Warfare" with powerful insights from leaders such as Hon. James "Hondo" Geurts, Performing the Duties of the Under Secretary of the Navy; BG John Rafferty, USA, Director, Long Range Precision Fires (LRPF) Cross Functional Team, Army Futures Command; MajGen Arnold Punaro, USMC (Ret), Chief Executive Officer, The Punaro Group, LLC, and Chairman of the Board, NDIA; and Dr. Robert Spalding, Brig Gen, USAF (Ret), Former Chief, China, Mongolia, & Taiwan Division, Joint Staff J-5, and Former U.S. Senior Defense Official and Defense Attaché to China and Beijing. The Annual Review will be an impactful look at the policy

and budget challenges facing our warfighters today. IPW is pleased to provide this forum for the exchange of ideas on the challenges posed by our peer threats.

It is also our distinct honor to present the 23rd Annual William J. Perry Award to Mr. Frank St. John of the Lockheed Martin Corporation. This award honors the immediate and long-term impact that Mr. St. John has had on America's precision warfare combat advantage across his illustrious career.

Thank you for joining us for this two-day event. Participate and help the precision strike community tackle the unique challenges facing our nation!

Ken Masson
Senior Director, Navy Programs
 Northrop Grumman Defense Systems

SCHEDULE AT A GLANCE

TUESDAY, APRIL 6

Navy Perspective on the New Administration's Goals
 12:45 – 1:45 pm

NDIA – The View of the Hill
 1:45 – 2:45 pm

Legal and Policy Aspects of Weapon Autonomy
 3:00 – 4:00 pm

Digital Engineering – Ambitions, Applications, and Barriers
 4:00 – 5:00 pm

William J. Perry Award Presentation
 5:00 – 5:20 pm

WEDNESDAY, APRIL 7

Army Futures Command for Innovation and Rapid Prototyping
 12:45 – 1:45 pm

Strike and Missile Defense for the Next Missile Age
 1:45 – 2:45 pm

Winning Against China's Soft Power Competition
 3:00 – 4:00 pm

Panel: Policy Aspects of Weaponizing Space
 4:00 – 5:00 pm

All times listed are in Eastern Daylight Time (EDT).

EVENT INFORMATION

EVENT THEME

Impact of New Administration on Precision Warfare

SURVEY AND PARTICIPANT LIST

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

EVENT CONTACTS

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SPEAKER GIFTS

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

HARASSMENT STATEMENT

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



STAY UP TO DATE ON CHANGES AND TRENDS IN REGULATORY POLICY WITH NDIA'S POLICY BLOG

The NDIA Policy Team monitors, advocates for, and educates government stakeholders on policy matters of importance to the defense industrial base. Help ensure the continued existence of a viable, competitive national technology and industrial base by keeping up with the latest reforms, rules, and regulations.

[Read more at NDIA.org/PolicyBlog](https://www.ndia.org/PolicyBlog)

AGENDA

TUESDAY, APRIL 6

12:30 – 12:45 pm

All times listed are in Eastern Daylight Time (EDT).

OPENING REMARKS

Jeff Braun

Capture Manager and Principal Engineer, Systems Planning & Analysis, Inc.

12:45 – 1:45 pm

NAVY PERSPECTIVE ON THE NEW ADMINISTRATION'S GOALS

Honorable James “Hondo” Geurts

Performing the Duties of the Under Secretary of the Navy, U.S. Navy

1:45 – 2:45 pm

NDIA – THE VIEW OF THE HILL

MajGen Arnold Punaro, USMC (Ret)

Chief Executive Officer, The Punaro Group, LLC

Chairman, Board of Directors, National Defense Industrial Association

2:45 – 3:00 pm

BREAK

3:00 – 4:00 pm

LEGAL AND POLICY ASPECTS OF WEAPON AUTONOMY

Erin Hahn

Group Supervisor, National Security Analysis Department, The Johns Hopkins University Applied Physics Laboratory

4:00 – 5:00 pm

DIGITAL ENGINEERING – AMBITIONS, APPLICATIONS, AND BARRIERS

Steve Roerman

Chairman and Chief Executive Officer, Lone Star Analysis

5:00 – 5:20 pm

WILLIAM J. PERRY AWARD PRESENTATION

5:20 – 5:30 pm

CLOSING REMARKS

Jeff Braun

Capture Manager and Principal Engineer, Systems Planning & Analysis, Inc.



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As the National Defense Industrial Association's members-only online community, NDIA Connect offers 24/7 exclusive access to content, contacts, and collaboration capabilities. Each day, defense professionals from around the world post their thoughts, questions, and answers related to topics ranging from cybersecurity and the space domain to international trade regulations and human systems. Log in today to join these conversations and take advantage of all that NDIA Connect enables:

- Connect with like-minded individuals from industry, government, and academia
- Stay up to date on NDIA upcoming events, whitepapers, policies, and much more
- Network with colleagues in your field and any other
- Collaborate on projects and documents of all kinds
- Plan meetings, seminars, webinars, conferences, or any NDIA-related event
- Foster discussion, promote innovation, and grow your network

Log in today at Connect.NDIA.org

WEDNESDAY, APRIL 7

12:30 – 12:45 pm

*All times listed are in
Eastern Daylight Time (EDT).***OPENING REMARKS****Joe Glebocki**

Director, Washington Operations, Aerojet Rocketdyne

12:45 – 1:45 pm

ARMY FUTURES COMMAND FOR INNOVATION AND RAPID PROTOTYPING**BG John Rafferty, USA**

Director, Long Range Precision Fires (LRPF) Cross Functional Team, Army Futures Command

1:45 – 2:45 pm

STRIKE AND MISSILE DEFENSE FOR THE NEXT MISSILE AGE**Dr. Tom Karako**Senior Fellow, International Security Program and Director, Missile Defense Project,
Center for Strategic and International Studies

2:45 – 3:00 pm

BREAK

3:00 – 4:00 pm

WINNING AGAINST CHINA'S SOFT POWER COMPETITION**Dr. Robert Spalding, Brig Gen, USAF (Ret)**Former Chief, China, Mongolia, & Taiwan Division, Joint Staff J-5
Former U.S. Senior Defense Official and Defense Attaché to China and Beijing

4:00 – 5:00 pm

PANEL: POLICY ASPECTS OF WEAPONIZING SPACE**Dr. Michael Gleason**

National Security Senior Project Engineer, Center for Space Policy and Strategy, The Aerospace Corporation

Robin Dickey

Associate Member, Center for Space Policy and Strategy, The Aerospace Corporation

5:00 – 5:10 pm

CLOSING REMARKS**Joe Glebocki**

Director, Washington Operations, Aerojet Rocketdyne

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.

BIOGRAPHIES



HONORABLE JAMES "HONDO" GEURTS

Performing the Duties of the Under Secretary of the Navy
U.S. Navy

On Feb. 4, 2021, James F. Geurts was designated as Performing the Duties of the Under Secretary of the Navy. In addition to serving as the deputy and principal assistant to the SECNAV, he serves as the Chief Operating Officer and Chief Management Officer for the Department of the Navy. Additionally, he will oversee intelligence activities, intelligence-related activities, special access programs, critical infrastructure, and sensitive activities within the department.

Geurts previously served as Assistant Secretary of the Navy for Research, Development & Acquisition (ASN (RD&A)), from Dec. 2017 until Jan. 2021. As the

Navy's acquisition executive, Mr. Geurts had oversight of an annual budget in excess of \$100 billion and the responsibility of equipping and supporting the finest Sailors and Marines in the world with the best platforms, systems, and technology as they operate around the globe in defense of the Nation.

Mr. Geurts previously served as the Acquisition Executive, U.S. Special Operations Command (USSOCOM), at MacDill Air Force Base (AFB), Florida, where he was responsible for all special operations forces acquisition, technology, and logistics. His contributions have been recognized by both private and public institutions to include earning the Navy Distinguished Public Service Medal, Presidential Rank

Award, USSOCOM Medal, William Perry Award, and Federal Times Vanguard Award for Executive of the Year.

Prior to Senior Executive Service, Geurts began his career as an Air Force officer where he served as an acquisition program manager with engineering and program management leadership positions in numerous weapon systems.

He has over 30 years of extensive joint acquisition experience and served in all levels of acquisition leadership positions including Acquisition Executive, Program Executive Officer, and Program Manager of Major Defense Acquisition Programs.



ARNOLD PUNARO

Chief Executive Officer
The Punaro Group, LLC

Arnold Punaro is chief executive officer of The Punaro Group, LLC, a Washington-based firm he founded in 2010 specializing in federal budget and market analysis, business strategy and capture, acquisition due diligence, government relations, communications, sensitive operations, business risk analysis and compliance, and crisis management. He consults for a broad array of Fortune 100 companies and has been recognized by Defense News as one of the 100 most influential individuals in U.S. Defense. He also leads Punaro Capital, LLC, a firm specializing in national security investments, and Punaro Press, LLC, a company that specializes in national security publications.

In November 2015, Mr. Punaro completed a four-year term, first as Vice-Chairman, then as Chairman of the National Defense Industrial Association, the country's largest defense industry association with over 1,600 corporate and nearly 70,000 individual members. As NDIA Chairman Emeritus, he served as Chair of the Nominating and

Governance Committee from 2015 to 2018. He began a new two-year term as Vice-Chairman in October 2018 and will serve another two-year term as Chairman beginning in October 2020.

Since September 2011, he has been Chairman of the Reserve Forces Policy Board which serves as an independent advisor to the Secretary of Defense on Reserve and National Guard matters. He served on the Defense Business Board (DBB) as a founding member at its inception in 2002 until 2013. He resumed serving on the DBB in 2015. In 2020, he co-chaired a congressionally-mandated independent study for the Secretary of Defense titled the "Assessment of Responsibilities and Authorities of the Chief Management Officer of the Department of Defense."

From 2005 to 2008, he was the Chairman of the Independent Commission on the National Guard and Reserves. He also served as a task force member for the U.S. Special Envoy for Middle East Regional Security in 2008, a Commissioner on the Independent Commission on the Iraqi Security Force

in 2007, Deputy Executive Director of the U.S. Commission on National Security/21st Century from 1998 to 2001, and chaired the Defense Reform Task Force for Secretary of Defense William Cohen in 1997.

As an executive vice president at Science Applications International Corporation (SAIC) from 1997 to 2010, at the time a \$10 billion company, Mr. Punaro served as a sector manager, deputy president of the Federal Business Segment, and led SAIC's Corporate Business Development organization. He was the senior corporate official responsible for SAIC's government affairs, worldwide communications and support operations, to include crisis and risk management, as well as general manager of their Washington operations and supervisor of SAIC's corporate Small and Disadvantaged Business office.

From 1973 to 1997, Mr. Punaro worked for Senator Sam Nunn in national security matters. He served as his director of National Security Affairs and then as Staff Director of the Senate Armed Services Committee (eight years) and Staff Director

for the Minority (five years). In his work with Senator Nunn and the Senate Armed Services Committee, he was involved in the formulation of all major defense and intelligence legislation, the oversight and review of all policy and programs, and civilian and military nominations.

A retired U.S. Marine Corps Major General, he served as the Director of the Marine Corps Reserve, Deputy Commanding General, Marine Corps Combat Development Command (Mobilization), and for three years as the Commanding General of the 4th Marine Division. Other assignments were Commanding General, Marine Corps Mobilization Command, and Deputy Commander, Marine Forces Reserve. In December 1990, he was mobilized for Operation Desert Shield. In December 1993, he completed a tour of active duty as Commander of Joint Task Force Provide Promise (Forward) in the former Yugoslavia. He was mobilized for a third time in May 2003 in support of Operation Enduring Freedom and Operation Iraqi Freedom. He served on active duty as an Infantry Platoon Commander in Vietnam where he was awarded the Bronze Star for valor and the Purple Heart.

He is on the Board of Advisors for the Center for a New American Security, a Senior Associate at the Center for Strategic and International Studies, and on the Advisory Council of the Atlantic Council Scowcroft Center for Strategy and Security. He serves on the non-profit boards of the University of Georgia's School of Public and International Affairs and the Georgia Institute of Technology Sam Nunn School of International Affairs. He has served on other non-profit boards, including the Maxwell School of Citizenship and Public Affairs at Syracuse University, Chairman of the Board of the Tragedy Assistant Programs for Survivors, the Wolf Trap Foundation Board, and as a visiting scholar for the Bipartisan Policy Center. He served on the for-profit board of Sourcefire, helping take the company public and ultimately being sold to Cisco for \$2.7B.

Mr. Punaro is the recipient of numerous recognitions including the Secretary of Defense "Medal for Distinguished Public Service" and two awards of the Secretary of Defense "Medal for Exceptional Public Service." He received the Marine Corps League's "Iron Mike Award" in 1993 for "exceptionally outstanding service" and "unwavering commitment" for over 20 years to "ensuring a strong national defense." He has received the Air Force Association's

"Exceptional Service Award," the National Guard "Minuteman Award," the Army's "Meritorious Public Service Medal," and the Secretary of the Army "Public Service Award", the Reserve Officers Association's "Minuteman of the Year Award", the Marine Corps Scholarship Foundation "Commandants' Award," CAUSE's Jack London Award, the NDIA Forrestal Award for industry leadership, and was the recipient of the SAIC's "Founders Award" and two special CEO awards. He has over 20 military awards and decorations to include the Distinguished Service Medal as well as numerous civic awards.

He has a Masters of Arts degree from the University of Georgia and a Masters of Arts degree from Georgetown University, the latter in national security studies. He was on the Adjunct Faculty of the Walsh School of Foreign Service at Georgetown University for ten years where he taught an annual graduate level course entitled "National Security Decision Making."

He is the author of the book, *On War and Politics: The Battlefield Inside Washington's Beltway*, that was published by the Naval Institute Press in October 2016. He is completing his second book, *The Ever-Shrinking Fighting Force*, which will be published in 2021.

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