



NDIA | IPW

# INTEGRATED PRECISION WARFARE REVIEW (IPWR-24)

Balancing Capacity and Capability: Challenges and Opportunities for the U.S. Industrial Base

May 21 – 22, 2024 | Arlington, VA | [NDIA.org/IPWR24](https://ndia.org/IPWR24)

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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](http://NDIA.org)

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# Schedule At a Glance

### Tuesday May 21

**Registration Open**  
Global Vision Center Atlas  
7:00 am - 5:30 pm

**Keynote: Strategic Posture Commission’s Report**  
Auditorium  
8:30 - 9:15 am

**William J. Perry Award Presentation**  
Auditorium  
11:50 am - 12:00 pm

**Collaborative Combat Aircraft**  
Auditorium  
3:45 - 4:30 pm

### Wednesday, May 22

**Keynote: National Defense Industrial Strategy**  
Auditorium  
8:30 - 9:15 am

**Offense and Defense in the Presence of Current and Emerging Threats**  
Auditorium  
11:00 am - 12:30 pm

**DoD Demand Signal for Industry**  
Auditorium  
1:30 - 2:15 pm

# Welcome to the Integrated Precision Warfare Review (IPWR-24)

Welcome to Lockheed Martin's Global Vision Center and the National Defense Industrial Association's Integrated Precision Warfare Review!

Thank you for joining us at this classified forum in which kill chain experts from government, industry, and academia meet to collaborate on the advance of the art and science of precision warfare. With a focus on DoD policy, we execute the IPWR each spring following the annual release of the President's budget request. We believe our theme for IPWR-24, Balancing Capacity and Capability: Challenges and Opportunities for the U.S. Industrial Base, is especially relevant considering recent events in Ukraine, Gaza, the Red Sea, and throughout the world. The IPWR team, led by Kerry Neace and Kurt Chankaya, has assembled a powerful collection of speakers on a variety of topics related to the future of precision warfare. Each presentation on the agenda will feature a Q&A period, so please be thinking of questions you want to ask our speakers.

We continue to evolve our IPW organizational structure to better serve you; at present, we have roles to fill on our four primary

teams: Offense, Defense, Joint All-Domain Operations, and Programs. Please stop an IPW Division member to let him or her know if you would like to participate with us on a closer basis. We are also looking for additional liaisons to service, agency, academic, and industry organizations.

We appreciate and greatly value your attendance at these events. Looking ahead, our Programs Team has already begun planning the agenda for our participation in the multi-division Future Force Capabilities Conference & Exhibition scheduled for September 24 - 27 in Virginia Beach and for our classified contribution to the Air Armaments Symposium, scheduled for October in Fort Walton Beach, FL. Please let us know if there are any topics in which you are particularly interested. For those interested in presenting their ideas, we have issued a call for FFC abstracts with a due date of June 7. Suggested topics are in the associated email, but they are only SUGGESTIONS!

Thank you for your continued engagement and support!

All the Best,

**Dan Shaffer**

*IPW Division Chairman*

## Get Involved

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



## Leadership and Committees

**Dan Shaffer**  
Division Chair

**Kerry Neace**  
Conference Co-Chair

**Kurt Chankaya**  
Conference Co-Chair

# Integrated Precision Warfare

## 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 annual events that 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.

# Event Information

## Location

Lockheed Martin Global Vision Center  
2121 Crystal Drive, Suite 100  
Arlington, VA 22202

## Attire

Civilian: Business  
Military: Uniform of the Day

## 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 Contact

### Jenica Seguine

Meeting Planner  
(703) 247-2561  
jseguine@NDIA.org

### Britt Sullivan, CMP, DES

Senior Director, Divisions  
(703) 247-2587  
bsullivan@NDIA.org

## Prohibited Items

This event is classified at the Secret/NOFORN level. Attendees will not be allowed to take briefcases, bags, electronic devices, or other personal property into auditoriums excluding women's handbags; storage lockers will be available for all bags and electronic devices. An electronic device is defined to include cell phones, two-way radios, AM/FM radios, including personal digital assistants (PDAs) such as tablets, palm pilots, Fitbits, Smart Watches, and blackberries; laptop computers; cameras; video/audio recording equipment, pagers, or any other transmitting device.

## 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.

## Antitrust Statement

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



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# Agenda

Tuesday, May 21

- 7:00 am – 5:30 pm      **Registration**  
GLOBAL VISION CENTER ATLAS
- 8:00 – 8:10 am      **Welcome Remarks**  
AUDITORIUM  
**Dan Shaffer**  
IPW Division Chair, NDIA  
Business Development Principal, Lockheed Martin
- 8:10 – 8:25 am      **Lockheed Martin Welcome Remarks**  
AUDITORIUM  
**John “Soak” Dolan**  
Vice President, Government Affairs & USAF/F-35 Team, Lockheed Martin  
**Ayele Chesson**  
Project Manager, Lockheed Martin Global Vision Center
- 8:25 – 8:30 am      **Day One Introduction**  
AUDITORIUM  
**Jeff Braun**  
Senior Director, Office of Innovation, Systems, Planning & Analysis, Inc.
- 8:30 – 9:15 am      **Keynote: Strategic Posture Commission’s Report**  
AUDITORIUM  
**The Hon. Robert Scher**  
Head of International Affairs, BP America
- 9:15 – 10:00 am      **Industry Challenges with Nuclear Triad Modernization**  
AUDITORIUM  
**Drew Walter, SES**  
Deputy Assistant Secretary of Defense for Nuclear Matters (DASD(NM)), U.S. Department of Defense
- 10:00 – 10:20 am      **Networking Break**  
MULTIPURPOSE ROOM
- 10:20 – 11:05 am      **Threat China/North Korea**  
AUDITORIUM  
**Jim Duncan**  
Surface Warfare Intelligence Integration Analyst, Office of Naval Intelligence (ONI)

- 11:05 – 11:50 am **Threat Russia/Ukraine (Unclassified)**  
AUDITORIUM  
**Mason Clark**  
National Security Fellow, Institute for the Study of War
- 11:50 am – 12:00 pm **William J. Perry Award Presentation**  
AUDITORIUM
- 12:00 – 1:15 pm **Networking Lunch**  
MULTIPURPOSE ROOM
- 1:15 – 2:00 pm **Keynote: How the USAF is Balancing Capacity and Capability for the Dynamic Security Environment**  
AUDITORIUM  
**Maj Gen Mark Pye, USAF**  
Director, Global Power Programs, Office of the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ)
- 2:00 – 2:45 pm **Multi-Service Advanced Capability Hypersonic Test Bed (MACH-TB)**  
AUDITORIUM  
**Benjamin McGlasson, PhD**  
Chief Engineer, Precision Strike Mission Area, The Johns Hopkins University Applied Physics Laboratory
- 2:45 – 3:00 pm **Networking Break**  
MULTIPURPOSE ROOM
- 3:00 – 3:45 pm **Affordable Mass: Weapons Standpoint**  
AUDITORIUM  
**Col Mark Wass, USAF**  
Deputy Director, Capability Development, Air Force Futures, Headquarters U.S. Air Force
- 3:45 – 4:30 pm **Collaborative Combat Aircraft**  
AUDITORIUM  
**Lt Col Dylan Reed, USAF**  
Collaborative Combat Aircraft (CCA) Deputy Program Manager, Fighter and Advanced Aircraft Directorate, Air Force Life Cycle Management Center (AFLCMC/WAC)
- 4:30 – 4:35 pm **Closing Remarks**  
AUDITORIUM  
**Dan Shaffer**  
IPW Division Chair, NDIA  
Business Development Principal, Lockheed Martin
- 4:35 – 5:30 pm **Networking Reception**  
MULTIPURPOSE ROOM

Wednesday, May 22

7:30 am – 3:30 pm

## Registration

GLOBAL VISION CENTER ATLAS

7:30 – 8:15 am

## Networking Breakfast

MULTIPURPOSE ROOM

8:15 – 8:30 am

## Day Two Introduction

AUDITORIUM

**Kurt Chankaya**

Lockheed Martin Fellow, Lockheed Martin

8:30 – 9:15 am

## Keynote: National Defense Industrial Strategy

AUDITORIUM

**Scott Sendmeyer**

Deputy Director, Policy Analysis & Transition, OASD Industrial Base Policy

9:15 - 10:00 am

## Munitions Supply and Demand/Defense Industrial Base Strategy

AUDITORIUM

**Julia Torrence**

Deputy Director, Joint Production Accelerator Cell (JPAC)

# FUTURE FORCE CAPABILITIES

## CONFERENCE & EXHIBITION

Armaments | Fuze | Integrated Precision Warfare | Munitions | Robotics

### Learn More!

Join us at this year's Future Force Capabilities Conference and Exhibition, brought to you by NDIA's Armaments, Integrated Precision Warfare, Munitions Technology, Robotics, and Fuze communities. Connect with more than 800 thought leaders and explore offerings from 50+ exhibitors across eight diverse tracks of content. Help shape the future by participating in capabilities briefings, absorb keynote insights, participate in engaging panels, and more.

**NDIA**

September 24 – 27, 2024 | Virginia Beach, VA | Virginia Beach Convention Center | [NDIA.org/FFC](https://www.ndia.org/FFC)



10:00 – 10:45 am

## Keynote: Autonomy in AI Integrated with Lethality and Testing

AUDITORIUM

**Dr. Sandra Hobson, SES**

Deputy Director, Operational Test and Evaluation for Strategic Initiatives, Policy and Emerging Technologies,  
Office of the Director, Operational Test and Evaluation (DOT&E)

10:45 – 11:00 am

## Networking Break

MULTIPURPOSE ROOM

11:00 am – 12:30 pm

## Offense and Defense in the Presence of Current and Emerging Threats

AUDITORIUM

**Kerry Neace, PhD**

Principal Professional Staff, Program Area Manager, The Johns Hopkins University Applied Physics Laboratory (JHUAPL)  
*Moderator*

**CAPT Dave Stoner, USN**

Deputy for Weapons and Sensors, Surface Warfare,  
Office of the Chief of Naval Operations (OPNAV N96C)

**CAPT Robert Croxson, USN**

Senior Military Acquisition Advisor, Office of the Assistant Secretary of the Navy  
(Research, Development and Acquisition) (ASN(RD&A))

**LTC Charles Brown, USA**

Division Chief, Fires, G8 Force Development, Department of the Army Headquarters (HQDA)

12:30 – 1:30 pm

## Networking Lunch

MULTIPURPOSE ROOM

1:30 – 2:15 pm

## DoD Demand Signal for Industry

AUDITORIUM

**COL Craig Jayson, USA**

Division Chief, Force Development, Design, and Execution, Directorate for Joint Force Development (J7),  
Joint Chiefs of Staff (JCS)

2:15 – 3:00 pm

## Industry 4.0: Advanced Manufacturing

AUDITORIUM

**Eddie Gienger**

Senior Staff Researcher, Materials Discovery Section, Research and Exploratory Development (RED) Mission Area, The  
Johns Hopkins University Applied Physics Laboratory (JHUAPL)

3:00 – 3:30 pm

## Joint Interagency Field Experimentation (JIFX)

AUDITORIUM

**CAPT Marco Romani, USN (Ret)**

Director, NavalX Central Coast Tech Bridge, Naval Postgraduate School

3:30 pm

## Closing Remarks

AUDITORIUM

**Dan Shaffer**

IPW Division Chair, NDIA  
Business Development Principal, Lockheed Martin

# Biographies



## The Hon. Robert Scher

### Head of International Affairs, BP America

The Hon. Robert M. Scher is the Head of International Affairs for BP America. In this position Bob tracks and analyses US foreign and national security policy as it affects BP's businesses around the world. He provides risk analysis and evaluation for BP's global business operations and works with US Government agencies, the US Congress, and other key stakeholders to understand policy decisions and implications for BP.

Before joining BP, Scher served as the Assistant Secretary of Defense for Strategy, Plans, and Capabilities from 2014 to January of 2017. He was responsible for advising the Secretary of Defense and the Under Secretary of Defense for Policy on national security and defense strategy, the forces and contingency plans necessary to implement the defense strategy; nuclear deterrence and missile defense policy; and security cooperation plans and policies.

Over the course of more than two decades of federal service, Scher held numerous positions of increasing responsibility. He served as the Deputy Assistant Secretary

of Defense for Plans within the Office of the Deputy Under Secretary of Defense for Strategy, Plans, and Forces from 2012-2014. In this role, he oversaw the development of guidance for military campaign and contingency plans, the processes for reviewing and assessing these plans, and the development and implementation of U.S. global defense posture. Prior to serving as DASD Plans, Scher was the Deputy Assistant Secretary for South and Southeast Asia within the Office of the Assistant Secretary of Defense for Asian and Pacific Security Affairs. In this capacity, Scher served as the principal advisor to senior leadership within the Department of Defense for all South and Southeast Asia policy matters pertaining to strategies and plans including international strategy development and implementation. He was responsible for managing the bilateral security relationships with the nations of this region and spearheaded DoD participation in regional multilateral fora.

Prior to his first appointment in 2009, Scher was an associate at the consulting firm of Booz Allen Hamilton where he led efforts to assist elements of the US Department of Defense on strategy development and assisted Asian nations in improving their

defense and national security decision making processes. Earlier, Scher worked for 15 years in the Departments of Defense and State and held numerous posts covering Asian security and defense policy issues. Among his accomplishments in these roles, Scher helped develop the strategic basis for U.S. defense strategy, participating in the oversight of the 1993 Bottom-Up Review and the 1997 Quadrennial Defense Review. He co-authored Presidential Decision Directive-56 on conducting complex contingency operations and was involved in planning for U.S. support to operations ranging from Iraqi election support to deploying U.S. forces to East Timor and the southern Philippines. While at the Department of State, he served on the Secretary's Policy Planning Staff providing advice on Asia, counterterrorism and political military affairs. Scher entered government service through the Presidential Management Fellowship Program.

Scher has a Bachelor of Arts from Swarthmore College, conferred with High Honors, and a Masters of International Affairs from Columbia University's School of International and Public Affairs, where he was awarded a DuPont International Affairs Fellowship.



## Dr. Sandra Hobson, SES

### Deputy Director, Strategic Initiatives, Policy and Emerging Technologies, Office of the Director, Operational Test and Evaluation (DOT&E)

Dr. Sandra Hobson was appointed to the Senior Executive Service in 2014 as a Deputy Director in the Office of the Director, Operational Test and Evaluation (DOT&E), within the Office of the Secretary of Defense. She is currently responsible for defining and executing strategic initiatives, and supporting the development of policy and guidance to meet the test and evaluation demands of the future as the complexity of Department of Defense weapons systems and multi-domain operational environments evolve. Dr.

Hobson was selected to perform the duties of the DOT&E Principal Deputy Director from January 20 to December 19, 2021.

Prior to this appointment, Dr. Hobson supported DOT&E in two other capacities: first as a Research Staff Member at the Institute for Defense Analyses and then as an Aircraft Systems and Weapons Staff Specialist. During these tenures, she provided technical oversight of test and evaluation programs to enable adequate assessments of the survivability and lethality of a subset of Department of Defense aircraft and weapons acquisition programs.

Dr. Hobson earned her Bachelor of Science degree in Aerospace Engineering from the United States Naval Academy and her Doctor of Philosophy degree in Aerospace Engineering from A. James Clark School of Engineering at University of Maryland. Dr. Hobson is a recipient of the National Fellowship for Exceptional Researcher awarded by the United Nations Educational, Scientific and Cultural Organization (UNESCO), and two Secretary of Defense Medals for Meritorious Civilian Service.



## Scott A. Sendmeyer

Deputy Director, Policy Analysis & Transition, OASD Industrial Base Policy

Scott A. Sendmeyer has been a Department of Defense civilian since 2016. Currently,

Sendmeyer is the Deputy Director for Policy, Analysis & Transition within the Office of the Assistant Secretary of Defense for Industrial Base Policy. In this pivotal role, Sendmeyer spearheads the Department's initiatives to fortify the U.S. defense industrial base, ensuring the reliable delivery of capabilities crucial to safeguarding national security.

Before assuming his current position, Sendmeyer served with distinction for four years as the Deputy Director of Operations and principal advisor to the Commanding General of the Southern European Task

Force, Africa (SETAF-AF). In this capacity, he provided timely oversight of all U.S. Army operations within the U.S. Africa Command area of operations, demonstrating his exceptional leadership and strategic acumen.

While at SETAF-AF, Sendmeyer also served as the Deputy Plans Chief, where he shaped the organization's future structure and mission resourcing through his adept strategic planning and operational design skills. His leadership was characterized by innovative thinking, meticulous planning, and an unwavering commitment to mission success.

With over 20 years of dedicated service on active duty as an Army engineer officer and strategist, Sendmeyer held a myriad

of leadership positions, from platoon leader to the role of Deputy Chief of Staff for Engineers. His extensive experience equipped him with a deep understanding of the complexities of military operations and the importance of strategic foresight in achieving mission objectives.

Sendmeyer's academic achievements further underscore his commitment to excellence and lifelong learning. He holds master's degrees in National Resource Strategy, Military Art & Science, and Engineering Management, which reflect his dedication to expanding his knowledge and enhance his capabilities as a leader and planner.

# Sponsor Descriptions



### PREMIER

Mercury Systems is a technology company that delivers mission-critical processing power to the edge, making advanced technologies profoundly more accessible for today's most challenging aerospace and defense missions. The Mercury Processing Platform allows customers to tap into innovative capabilities from silicon to system scale, turning data into decisions on timelines that matter. Mercury's products and solutions are deployed in more than 300 programs and across 35 countries, enabling a broad range of applications in mission computing, sensor processing, command and control, and communications. Mercury is headquartered in Andover, Massachusetts, and has 24 locations worldwide. To learn more, visit [mrcy.com](http://mrcy.com). (Nasdaq: MRCY)



### NETWORKING BREAKS



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Plan Ahead for Success | 2024 Featured Meetings, Conferences, and Events



## Training & Simulation Industry Symposium (TSIS) 2024

June 12 – 13, 2024 | Orlando, FL



## 2024 Space Warfighting Forum

August 14 – 16, 2024 | Colorado Springs, CO



## Women In Defense 2024 National Conference

September 24, 2024 | Arlington, VA



## 2024 CBRN Defense Conference & Exhibition

June 24 – 26, 2024 | Baltimore, MD



## 2024 Undersea Warfare Fall Conference

September 16 – 18, 2024\* | Groton, CT



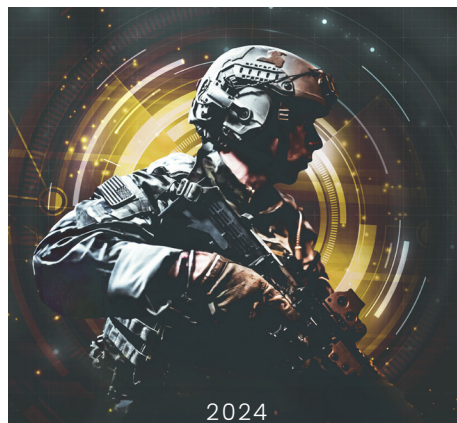
## 27th Annual Systems & Mission Engineering

October 27 – 31, 2024 | Norfolk, VA



## Capitol Hill Modeling & Simulation Expo 2024

July 11, 2024 | Washington, DC



## 2024 FUTURE FORCE CAPABILITIES CONFERENCE & EXHIBITION

Armaments | Fuze | Integrated Precision Warfare Munitions | Robotics

September 24 – 27, 2024\*\* (Distro D) Virginia Beach, VA



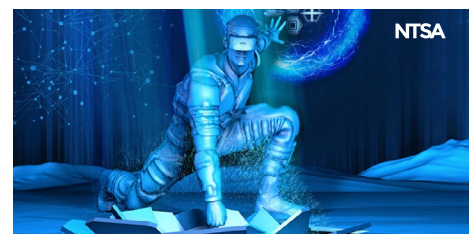
## 2024 Aircraft Survivability Symposium

November 5 – 7, 2024\* | Monterey, CA



## 2024 Emerging Technologies for Defense Conference & Exhibition

August 7 – 9, 2024 | Washington, DC



## I/ITSEC 2024

December 2 – 6, 2024 | Orlando, FL

\*All Classified | \*\*Partially Classified