

NDIA



Board of Directors 2024 Fall Meeting

**Accelerating our Competitive Advantage
in an Era of Great Power Competition**

November 19, 2024 | Arlington, VA



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](https://www.ndia.org)

Event Information

HARASSMENT STATEMENT

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

EVENT CODE OF CONDUCT

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

ANTITRUST STATEMENT

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

Board of Directors Luncheon Agenda

Welcome

Hon. Lisa S. Disbrow
Chair, NDIA Board of Directors

Presentation of the Dr. Kathleen P. Sridhar Small Business Executive of the Year Award

ML Mackey
CEO and Co-Founder, Beacon Interactive Systems

Acceptance Remarks

2024 Sridhar Award Recipient

Networking Lunch Menu

First Course

Mesclun Greens, Heirloom Cherry Tomatoes,
Seasonal Radish, Cucumbers, Sherry Vinaigrette

Second Course

Stuffed Chicken Breast, Spinach & Basil Mousseline,
Leek Spätzle, Asparagus, Brown Butter Emulsion

Third Course

Chocolate Salted Carmel Tort

NDIA



DR. KATHLEEN P. SRIDHAR
SMALL BUSINESS
EXECUTIVE OF THE
YEAR AWARD

PRESENTED TO
PAUL C. DARLEY

Citation to Accompany the Award

2024 Dr. Kathleen P. Sridhar Small Business Executive of the Year Award

Is Presented to
Paul C. Darley

In recognition of his distinguished career and exemplary dedication as a champion for small business engagement and collaboration, the National Defense Industrial Association is honored to present its 2024 Dr. Kathleen P. Sridhar Small Business Executive of the Year Award to Mr. Paul C. Darley.

Paul C. Darley is Chairman, CEO, and President of W.S. Darley & Co. Paul Darley has led the company through transformative growth, evolving it into a leading provider of essential firefighting and defense equipment. Over the last 15 years, Darley has become a vital partner to the Department of Defense, delivering innovative solutions that support mission-critical needs. With an enduring commitment to serving both the commercial and defense sectors, Darley exemplifies the successful integration of private sector expertise into the defense landscape. Under his leadership, sales have increased over 5,000%.

Darley is a leader who others frequently strive to emulate. He has guided numerous fellow small business executives, along with many others, with best practices and leadership by example. He has done all of this while running a very successful family business and all that doing so entails.

Paul Darley views knowledge as a powerful tool, only when shared. His dedication to fostering collaboration and advancing small businesses within the defense ecosystem has made him a sought-after leader and voice across industry events. Serving on the event committee for his chapter, he consistently uses his connections (when others might hold them secret) to bring stellar speakers and value to regional events.

Paul has leveraged his experience and vision to further the objectives of defense programs, utilizing the DLA Tailored Logistics Program and other initiatives to enhance operational capabilities for military and first responder communities. His company's accomplishments in supply chain management and equipment integration in defense systems contribute to resilience across our defense infrastructure.

For his business acumen and passionate support of the defense community, the National Defense Industrial Association proudly presents the 2024 Dr. Kathleen P. Sridhar Small Business Executive of the Year Award to Mr. Paul C. Darley.

Given this nineteenth day of November, two thousand twenty-four.



The Hon. Lisa S. Disbrow
Chair of the Board



The Hon. David L. Norquist
President & CEO

History of the Dr. Kathleen P. Sridhar Small Business Executive of the Year Award

Established by the NDIA Board of Directors in November 2003, the Dr. Kathleen P. Sridhar Small Business Executive of the Year Award is named in honor of Dr. Kathleen P. Sridhar, a small-business CEO of uncommon ability and accomplishment. The late Dr. Sridhar was a distinguished businesswoman and inspirational leader who mentored others into successful leadership positions in the small-business sector

of the defense industrial base. She was very active in NDIA conferences, seminars, and events, and eventually served as President of the San Diego Chapter of NDIA.

The Sridhar Award is bestowed annually on a defense industry small-business executive who best reflects Dr. Sridhar's leadership excellence and support for a robust small-business sector within the defense industrial base.

PREVIOUS AWARDEES

2023	ML Mackey CEO, Beacon Interactive, LLC	2013	Carol Craig Founder and CEO, Craig Technologies
2022	Dolly Oberoi CEO, C2 Technologies, Inc.	2012	Peter Provenzano President and CEO, SupplyCore, Inc.
2021	Adam "AJ" Jarnagin Founding Partner and CEO, EXPANSIA	2011	Sharon Wolford President and CEO, Carley Corporation
2020	Donna Huneycutt President and Chief Operating Officer, WWC Global	2010	James B. Lasswell President and CEO, INDUS Technology, Inc.
2019	Steve Roerman Chair and CEO, Lone Star Analysis	2009	Dr. Julian Davidson Founder, Davidson Technologies
2018	Barbara Stankowski President and CEO, AMTIS, Inc.	2008	William Edward Strang, Jr. Founder, President, and CEO, Tactical & Survival Specialties, Inc.
2017	Bryan Cole President and CEO, Cole Engineering Services, Inc.	2007	Dwayne N. Junker President, Epsilon Systems
2016	Jeffery Gronberg President, deciBel Research, Inc.	2006	Constance E. Blair President and CEO, Technology Ventures
2015	Tracy Solomon President and CEO, TEVET, LLC	2005	Joanna Lau Founder, CEO, and Chair of the Board, LAU Technologies
2014	Celeste Ford Founder and CEO, Stellar Solutions	2004	Kathleen P. Sridhar, PhD Founder and President, INDUS Technology (Posthumously)

Awardee Biography



Paul C. Darley

President & CEO, W.S. Darley & Co.

Paul C. Darley is Chairman, CEO & President of W.S. Darley & Co. Under his leadership, sales have increased over 5,000% to

over \$625 million in 2020. He began in pump sales in 1985 and was named Vice President for the Fire Pump Division of Darley in 1990. In 1997, he became President and COO and was appointed President & CEO in 2003. He was named Chairman in 2011.

Founded in 1908, W.S. Darley & Co is a fourth-generation family business, led by Paul and an executive team that has transformed this 111-year-old company into a world leader in the firefighting and defense industries.

Paul is a graduate of St. Ignatius College Prep in Chicago and he holds a BS Degree in Marketing and Finance from Marquette University. He earned his MBA from Northwestern University's Kellogg School of Management, where is a guest lecturer.

Paul has traveled to 80 countries in his 30-year tenure and has made over 500 industry speaking engagements. He is involved with numerous

charitable, business, and service organizations. He is a former Chairman of the Chicago Windy City Chapter of Young Presidents' Organization (YPO) and is a trustee for Dominican University.

He is a Past President of the Fire Apparatus Manufacturers Association (FAMA) and he also served on the Board of Directors of Fire & Emergency Manufacturers & Services Association (FEMSA). Paul Darley currently serves on the Board of the National Defense Industry Association (NDIA) for the Great Lakes Chapter.

He is the author of the book *Sold! The Art of Relationship Sales*. The book highlights emotional intelligence and authentic leadership to sell more, work your way up the corporate ladder... and what to do once you get there.

Paul is married to his high school sweetheart for 31 years and together they raised three daughters in Elmhurst, IL.

Agenda

Tuesday, November 19

1:00 pm – 1:20 pm

NDIA Update

Salon I & II

Hon. Lisa S. Disbrow

Chair, NDIA Board of Directors

1:20 – 1:50 pm

President's Report

Salon I & II

Hon. David L. Norquist

President & CEO, NDIA

1:50 – 2:05 pm

Networking Break

Foyer

2:05 – 3:05 pm

Artificial Intelligence Panel

Salon I & II

Hon. William "Mac" Thornberry (Moderator)

Chair, ETI Advisory Board

Dr. Radha Plumb

Chief Digital and Artificial Intelligence Officer, DoD

Dr. Steve Walker

Vice President and Chief Technology Officer, Lockheed Martin

Mr. Akash "Aki" Jain

President of U.S Government Business, Palantir

Mr. Pervinder Johar

CEO, Avathon

Mr. Scott Newbern

Chief Technology Officer, AeroVironment

3:05 – 3:20 pm

Networking Break

Foyer

3:20 – 4:20 pm

Protracted Conflict and Mass Mobilization Panel

Salon I & II

Hon. Ronald T. Keohane

Assistant Secretary of Defense for Manpower & Reserve Affairs

Lt. Gen. Dagvin Anderson, USAF

Director for Joint Force Development, Joint Staff

Mr. Steven J. Morani

Acting Assistant Secretary of Defense, Sustainment

4:20 – 4:30 pm

Wrap Up & Adjournment

Salon I & II

Hon. Lisa S. Disbrow

Chair, NDIA Board of Directors

4:30 – 6:30 pm

Board of Directors Networking Reception

Join the Conversation



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Plan Ahead for Success | 2024 & 2025 Featured Meetings, Conferences, and Events



NTSA

I/ITSEC 2024

The World's Largest Modeling, Simulation & Training Event

December 2 – 6, 2024 | Orlando, FL



2025 Tactical Wheeled Vehicles Conference

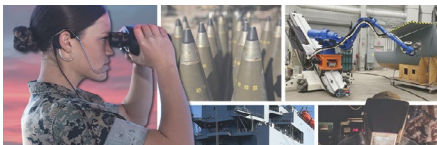
February 24 – 26, 2025 | Reston, VA



NDIA

Pacific Operational Science & Technology (POST) Conference

March 3 – 7, 2025** | Honolulu, HI



39th Annual National Logistics Forum

February 11 – 13, 2025 | Orlando, FL



2025 Human Systems Conference

March 11 – 12, 2025 | Arlington, VA



35th Annual Special Operations Symposium

February 19 – 20, 2025 | Washington, D.C.



2025 Undersea Warfare Spring Conference

March 17 – 19, 2025* | San Diego, CA

*All Classified
**Partially Classified

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