

## Biographies for the Joint Staff Industry Solarium

### **VADM Peter Garvin**

#### **President, National Defense University**

VADM Peter A. Garvin, USN, took over command as the 18th president of the National Defense University on October 11, 2024. He most recently served as the president of the Naval War College from 2023 to 2024. VADM Garvin graduated with merit from the United States Naval Academy in 1989 having earned a Bachelor of Science in Aerospace Engineering (Astronautics). He is a 2005 graduate of the National War College, earning a Master of Science in National Security Strategy and a 2015 alumnus of the Massachusetts Institute of Technology Seminar XXI. Prior to flag rank, operational assignments include service with the “Pelicans” of Patrol Squadron (VP) 45, where he was the 1995 Association of Naval Aviation Pilot of the Year; department head with the “Mad Foxes” of VP-5; navigator aboard USS Kearsarge (LHD 3), where he served as flag navigator for the embarked Amphibious Squadron (PHIBRON) 6; executive and 59th commanding officer of the “Fighting Tigers” of VP-8; and commander of Patrol and Reconnaissance Wing (CPRW) 10. Shore assignments include flag lieutenant to Commander, Patrol Wings Atlantic (CPWL), Commander, Task Force (CTF) 84; instructor pilot at the P-3 fleet replacement squadron, VP-30; Washington placement officer at the Bureau of Naval Personnel (PERS 441); executive officer for the director, Operational Plans and Joint Force Development Directorate (J-7), Joint Staff; federal executive fellow at the Council on Foreign Relations (CFR); undersea warfare branch head in the assessments division (N81) and deputy director, unmanned warfare systems (N99) on the Office of the Chief of Naval Operations staff; and executive assistant to the vice chairman, Joint Chiefs of Staff. Flag officer assignments include service as the 22nd commander of Navy Recruiting Command; commander, Patrol and Reconnaissance Group; the 20th commander of Naval Education and Training Command; and most recently as the 58th President of the United States Naval War College. His decorations include the Navy Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit (five awards), Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Air Medal (two strike/flight) and various personal, unit and campaign decorations.

### **VADM Dion English**

#### **Director for Logistics, Joint Staff J-4**

Vice Adm. Dion English is a native of Monroeville, Alabama, and of Slidell, Louisiana. English entered the Navy’s Broadened Opportunity for Officer Selection and Training program in 1987. In 1993, he graduated from Louisiana State University and was subsequently commissioned through the Navy Reserve Officers’ Training Corps program at Southern University. He earned master’s degrees in Business Administration from Old Dominion University and in National Security and Strategic Studies from the Naval War College. He is also a 2007 graduate of the Joint Forces Staff College and attended the Executive Program in Strategy and Organization at the Stanford Graduate School of Business. His afloat assignments include disbursing and sales officer, USS Scott (DDG 995); cargo and stock control officer, USNS San Diego (T-AFS 6); supply officer, USS Barry (DDG 52); and commanding officer, Explosive Ordnance Disposal Expeditionary Support Unit ONE. His shore assignments include ship force support officer, Supervisor of Shipbuilding, Newport News, Virginia; executive assistant to the Commander, Defense Supply Center Columbus, Ohio; deputy logistics operations officer, Joint Task Force Civil Support (JTF-CS), Fort Monroe, Virginia; logistics readiness officer, Logistics Current Operations Division, N4 Directorate for Commander, U.S. Pacific Fleet (USPACFLT); director, Supply Corps Detailing, Navy Personnel Command (PERS-4412), Millington, Tennessee; commanding officer, Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Sigonella, Italy; and deputy director, supply and distribution, J44, Joint Staff, Washington, District of Columbia. His flag assignments include director, logistics, fleet supply and ordnance, N4, USPACFLT, Pearl Harbor, Hawaii; vice director, logistics, J-4, Joint Staff; and director, logistics division, N4L, Office of the Chief of Naval Operations. English is designated as a Surface Warfare Supply Corps Officer and as a Navy Expeditionary Supply Corps Officer. He is a member of the Defense Acquisition Corps and is a Joint Qualified Officer. While under his command, NAVSUP FLC Sigonella earned recognition in partnership with the team that received the prestigious Admiral Stan Arthur Award for 2018 Logistics Team of the Year. His personal decorations include Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, Navy Commendation Medal, Joint Service Achievement Medal, and Navy Achievement Medal.

## **Morning Keynote:**

### **Mr. Jedidiah P. Royal**

#### **Principal Deputy Assistant Secretary of Defense Indo-Pacific Security Affairs**

Jedidiah P. Royal, a career member of the Senior Executive Service, is the Principal Deputy Assistant Secretary of Defense for Indo-Pacific Security Affairs. He oversees IPSA's extensive portfolio -- spanning China, Taiwan, and Mongolia; East Asia; and South and Southeast Asia -- and works across the national security enterprise to synchronize IPSA activities with foreign policy objectives. Before joining IPSA, Mr. Royal served as Deputy Director of the Defense Security Cooperation Agency, where he coordinated implementation of a diverse array of Security Cooperation programs. Prior to joining DSCA, Mr. Royal served as the Director of Defense Policy and Plans at the U.S. Mission to the North Atlantic Treaty Organization. In this capacity, Mr. Royal represented the United States to the NATO alliance on defense policy, capability, planning, deterrence, burden sharing and partnership matters. Prior to his position at NATO, Mr. Royal served in a variety of positions in the Office of the Secretary of Defense, most recently as Acting Deputy Assistant Secretary of Defense for Afghanistan, Pakistan and Central Asia affairs. He was also detailed to the National Security Council at the White House as Director for Afghanistan and Pakistan from 2013-2015; served as the Director for Cooperative Threat Reduction Policy in the office of Countering Weapons of Mass Destruction from 2010-2013; and served on exchange in Canberra, Australia as the Director of Strategic Advice in the Australian Department of Defense from 2007-2010. Mr. Royal was also assigned to the Counter Proliferation Policy office and the Office of Negotiations Policy. Mr. Royal started his career in the United States Senate as Legislative Assistant for Near East and South Asia Policy at the Foreign Relations Committee. Mr. Royal holds the degree of M. PHIL from the University of New South Wales where his research and writing focused on the economic-security nexus, in particular the consequences of economic volatility on security relationships. He completed his undergraduate studies in International Affairs at The George Washington University.

## **Wargame Report: The First Battle of the New War: A U.S.-China Conflict over Taiwan**

<https://www.csis.org/analysis/first-battle-next-war-wargaming-chinese-invasion-taiwan>

CSIS developed a wargame for a Chinese amphibious invasion of Taiwan and ran it 24 times. In most scenarios, the United States/Taiwan/Japan defeated a conventional amphibious invasion by China and maintained an autonomous Taiwan. However, this defense came at high cost. The United States and its allies lost dozens of ships, hundreds of aircraft, and tens of thousands of servicemembers. Taiwan saw its economy devastated. Further, the high losses damaged the U.S. global position for many years. China also lost heavily, and failure to occupy Taiwan might destabilize Chinese Communist Party rule. Victory is therefore not enough. The United States needs to strengthen deterrence immediately.

### **Dr. Mark Cancian**

#### **Senior Advisor, Defense and Security Department (CSIS)**

(Colonel, USMCR, ret.) is a senior adviser with the CSIS Defense and Security Department. He joined CSIS in April 2015 from the Office of Management and Budget, where he spent more than seven years as chief of the Force Structure and Investment Division, working on issues such as Department of Defense budget strategy, war funding, and procurement programs, as well as nuclear weapons development and nonproliferation activities in the Department of Energy. Previously, he worked on force structure and acquisition issues in the Office of the Secretary of Defense and ran research and executive programs at Harvard University's Kennedy School of Government. In the military, Colonel Cancian spent over three decades in the U.S. Marine Corps, active and reserve, serving as an infantry, artillery, and civil affairs officer and on overseas tours in Vietnam, Desert Storm, and Iraq (twice). Since 2000, he has been an adjunct faculty member at the Johns Hopkins School of Advanced International Studies, where he teaches a course on the connection between policy and analysis. A prolific author, he has published over 40 articles on military operations, acquisition, budgets, and strategy and received numerous writing awards. He graduated with high honors (magna cum laude) from Harvard College and with highest honors (Baker scholar) from Harvard Business School.

**Moderator: Dr. Cynthia Cook**

**Senior Fellow, Defense and Security Department; Center for Strategy and International Studies (CSIS)**

Cynthia Cook is director of the Defense-Industrial Initiatives Group and a senior fellow in the Defense and Security Department at the Center for Strategic and International Studies. She is widely published on defense acquisition policy and organization, the defense industrial base, new technology development, and weapon systems production and sustainment. Dr. Cook is a member of the editorial board for the Defense Acquisition Research Journal and is an adjunct professor at the Pardee RAND Graduate School. From 1997 to 2021, Dr. Cook worked as a senior management scientist at RAND, where she served as the director of the Acquisition and Technology Policy Center and managed a wide range of studies for components across the U.S. Department of Defense, along with the Australian Department of Defense and the UK Ministry of Defense. Previously, Dr. Cook was a research specialist at the Massachusetts Institute of Technology, working on the Lean Aerospace Initiative. Before her graduate studies, Dr. Cook worked in New York as an investment banker, specializing in high-yield finance. She holds a PhD in sociology from Harvard University and a BS in management from the Wharton School of the University of Pennsylvania.

**Presenter: Mr. Matthew Cancian**

**Professor Naval War College**

Matt Cancian is a Marine veteran and MIT Ph.D. who studies military operations as an associate professor in the Wargaming Department at the Naval War College. He received his Ph.D. in Political Science from the Massachusetts Institute of Technology in 2022, where he concentrated in Security Studies and Comparative Politics. His thesis was about the motivations of combatants and the effects of training, based on a survey of 2,301 Kurdish fighters (Peshmerga) during their war against the Islamic State. His unclassified research currently focuses on wargaming U.S.-China conflicts.

**Panelist: Dr. Hayoun Ryou-Ellison**

**Assistant Professor- College of International Security Affairs- NDU**

Hayoun Ryou-Ellison serves as an Assistant Professor in the College of International Security Affairs at the National Defense University. Before coming to NDU in 2024, she taught Mandarin Chinese at Howard University and political science at Catholic University of America and Virginia Commonwealth University. Previously, she worked in New Delhi, India, where she was an associate fellow at the Observer Research Foundation, a visiting fellow at the Institute of Peace and Conflict Studies, and a visiting scholar at the Institute for Defence Studies and Analyses. Prior to that, she had interned with various think tanks in South Korea, including the Korea Institute for Defense Analyses, the Korea Institute for National Unification, the Sejong Institute, and the POSCO Research Institute. She is fluent in Korean and Mandarin Chinese. She received her PhD in Political Science and MS in Statistics from the University of Tennessee, her MA in Political Science from George Washington University, MA in China Area Studies from the Graduate School of International Studies at Seoul National University, and her BA in Chinese from Hankuk University of Foreign Studies.

**Panel 1: Mobilizing the DIB- Creating Awareness and Understanding Authorities**

Mobilizing the Defense Industrial Base (DIB) demands proactive collaboration between the U.S. Government, industry, and supporting networks, ensuring a seamless flow of defense articles from raw materials through production to frontline commanders. Effective mobilization hinges on consistent action, both during peacetime and crisis. However, existing organizational structures and authorities may prove inadequate for future challenges. This panel will explore innovative approaches to mobilization, addressing its inherent complexities and outlining proactive planning, action, and investment strategies for the DoD and the wider DIB. These measures aim to mitigate risks and provide crucial decision-making flexibility during future crises.

**Moderator: Ms. Genevieve Carnes**

***Director of Security and Transborder Operations at the Association of American Railroads***

Genevieve Carnes holds a Bachelor of Arts in International Relations from the American Military University, a Masters of Arts in Technology Management and a Cybersecurity Strategy Certification from Georgetown University. She is currently enrolled at the Institute of World Politics for a Certificate in Corporate Statecraft. Her past roles include being a civilian Staff Officer as a Joint Intelligence Analysis and Production Officer, a CENTCOM & AFRICOM Personnel Recovery Mission Support Officer, a Technician for Personnel Recovery Support for Combatant Commands; a Airborne Test & Evaluation Team, Scientist & Technology Training Instructor for the Army Intelligence and Security Command. She worked as a Technician on the US Army System and Software Operational Training Team and instructed as a SIGINT with US Airforce National Security Agency. She currently as the Director of Security and Transborder Operations at the Association of American Railroads manages the Class I Railroad Physical Security Program, facilitates Railroad Security, trade and Transborder committee initiatives and is the railroad security program Liaise with US Government Agencies and Partners.

**Panelists**

**Panel Member: Mr. Quin Lucie**

***Senior Policy Analyst, Department of Homeland Security Office of Strategy, Policy, and Plans***

Quin Lucie joined the DHS Office of Strategy, Policy and Plans - Infrastructure, Risk and Resilience in September 2021 as a Senior Policy Analyst. In this role he helps lead policy efforts related to Homeland Defense, national mobilization and other related issues such as the Defense Production Act. Previously, he had been a member of the Federal Emergency Management Agency (FEMA), Office of Chief Counsel, since 2006. Beginning in March 2020, Quin was detailed to the FEMA Supply Chain Stabilization (SCS TF) and Defense Production Act Task Forces (DPA TF) when FEMA took over the Federal Government's lead response to COVID-19. His SCS TF duties included supervising the creation of a daily coordinating call with the Nation's six major healthcare distributors, Grainger and 3M, and helping to stand up the National Resource Prioritization Cell providing modeling and decision-making support to the FEMA National Resource Coordination Center. He eventually became the longest serving member of the SCS TF from FEMA demobilizing in September 2020. He ended his detail as the FEMA co-lead for supply distribution and industry expansion supporting the Strategic National Stockpile 2.0 and HHS. As part of his DPA TF duties, he spearheaded the creation of the second new DPA Voluntary Agreement in over 50 years, and his initial work upon joining the DPA TF directly led to the exercise of additional DPA activities by the President in late March. From 2016-2017, Quin served as a Visiting Professor to the U.S. Army War College Center for Strategic Leadership and attended the Army Senior Leader Seminar. Previously, he served as an adjunct lecturer at George Washington University and later at George Mason University. He has published numerous journal articles and blog posts on Homeland Security and Emergency Management, including his article published in May 2019 in the Homeland Security Affairs Journal on national mobilization and civil defense authorities entitled *How FEMA Could Lose America's Next Great War*. He also wrote the chapter on the National Response Framework (NRF) and National Incident Management System (NIMS) for the most recent version of the American Bar Association's Homeland Security and Emergency Management Legal Guide for State and Local Governments. Quin received his master's degree in Homeland Security Studies from the Center for Homeland Defense and Security at the Naval Postgraduate School, his undergraduate degree from Illinois State University, and his J.D. from Southern Illinois University. He is also a former Marine Corps Judge Advocate.

**Panel Member: Mr. Phillip Ridderhof**

***Principal Deputy Director, Joint Staff Directorate for Strategy, Plans, and Policy (J5)***

Mr. Ridderhof was selected to the Senior Executive Service in September 2016 and assumed his current position as the Principal Deputy Director in the Directorate for Strategy, Plans, and Policy, Joint Staff (J-5). As Principal Deputy Director, Mr. Ridderhof is responsible for leading and coordinating cross-directorate US military strategy development and implementation. From May 2017-Jan 2018 he was the co-lead of the National Defense Strategy team, reporting directly to the Secretary of Defense. He holds a Bachelor of Arts in History from the Virginia Military Institute, a Master of Military Studies from the US Marine Corps Command and Staff college and a Masters of Strategic Studies from the US Army War College. His awards include Legion of Merit (3 Gold Stars), Bronze Star, Defense Meritorious Service Medal and a Meritorious Service Medal (1 Gold Star). Mr. Ridderhof's major publications include (with Admiral John c. Harvey), "Keeping our Amphibious Edge," US Naval Institute Proceedings, July 2012. And "Thinking Out of the Box; Reading Military Texts from a Different Perspective," Naval college Review, Autumn 2002.

**Panel Member: Mr. Chris Ruwaldt**

***Lead Logistics Management Specialist, Enterprise Management Division, Logistics Directorate, Air Force Life Cycle Management Center, Air Force Materiel Command***

Mr. Christopher A. Ruwaldt is a lead Logistics Management Specialist Enterprise Management Division, Logistics Directorate, Air Force Life Cycle Management Center, Air Force Material Command, Wright-Patterson Air Force Base, Ohio. Mr. Ruwaldt supports the Director of Logistics and Logistics Services as the administrative assistant directly supporting the Secretary of the Air Force's Operational Imperative (OI) 7 initiatives focusing on Contest Homeland Operations. As the logistics action officer for OI 7, he gathered, analyzed, and provided sound advice impacting senior leader's decisions for Program Objective Memorandum investments valued at \$18M. Mr. Ruwaldt provides acquisition logistics support to Headquarters Air Force's as a member of the Contested Logistics and Set the Theater operational teams. He works to incorporate operational planning (OPLAN) requirements across the logistic enterprise through identifying areas to align the Defense Industrial Base to meet strategic requirements. As a Logistics subject matter expert, he develops briefs to inform, educate, and influence stakeholders, leadership, and directorates decision awareness of logistics equities impacting programmatic choices and OPLAN requirements influencing decisions. Prior to his civilian service, Mr. Ruwaldt served on active duty Air Force from 2009 - 2013. He attended basic training in San Antonio, Texas where he distinguished himself as an Honor Graduate. During his career, he was assigned to the 55<sup>th</sup> Aircraft Maintenance Squadron at Shaw Air Force Base South Carolina. During his time as an F-16 crew chief, he participated in multiple Green flag, Red flag and Weapons Instructor Course exercises. He generated F-16s for Operation Iraqi Freedom, Operation New Dawn, and Operation Unified Protector. He distinguished himself as a crew chief and was assigned as the Dedicated Crew Chief of the 55<sup>th</sup> Fighter Squadron Aircraft. Where he maintained a zero-discrepancy aircraft when inspected by Quality Assurance.

**Panel Member: Mr. Phil Zeman**

***Consultant supporting Policy, Analysis, and Transition for the Office of the Assistant Secretary of Defense for Industrial Base Policy and the Office of the Undersecretary of Defense for Acquisition and Sustainment***

A native of Rockport, Massachusetts, Phil began his career in the Marine Corps upon graduating from Boston University in 1993. Phil served in the Marine Corps for nearly 30 years, serving in leadership, operations, and strategy & planning positions in infantry, strategic, and instructor (including the Eisenhower School) assignments. His career took him to postings on both coasts of the United States, completed two Mediterranean shipboard deployments, and a year in Okinawa, Japan. Phil deployed to combat three times, twice to Iraq and once to Afghanistan. Phil now works as a consultant with OSD's Acquisition and Sustainment office where he was key writer of the National Defense Industrial Strategy and led a study of Mobilization authorities, organization, and actions. Phil holds a Master of Arts degree in International Security from the Fletcher School of Law and Diplomacy, Tufts University and a Master of Science in Strategy and Campaign Planning from the Joint Advanced Warfighting School, National Defense University.

## **Panel 2: Challenges in the Defense Industrial Base**

Some challenges include vulnerabilities in the supply chain, overreliance on a small number of critical suppliers, and cybersecurity threats. Immediate actions should focus on diversifying the supply chain, strengthening cybersecurity measures, and developing more agile acquisition processes that allow for quicker adaptation to these vulnerabilities. Industry and government must work in lockstep to ensure critical systems remain resilient to external disruptions. The acquisition process must be streamlined to reduce bureaucratic delays. This includes adopting agile contracting mechanisms, using modular and scalable procurement approaches, and encouraging the use of commercial-off-the-shelf (COTS) technologies that can be rapidly integrated. Additionally, fostering a culture of collaboration between the military, defense contractors, and regulatory bodies can help remove roadblocks and expedite critical acquisitions.

### **Panel Member: Dr. Steven Bloom NDU Professor of Practice**

Dr. Steven M. Bloom is Professor of Practice at NDU's Dwight D. Eisenhower School for National Security and Resource Strategy. He currently teaches the Economics of National Security core course and serves as lead instructor for the Organic Industrial Base Industry Study. In June 2024, Dr. Bloom was honored to receive an Eisenhower School Student Association Faculty Award. Previously he taught at USMA where he won the William F. Murdy Award for Teaching Excellence in 2011. In his prior Wall Street business career, Dr. Bloom served as Senior Vice President for the NASDAQ Stock Market in charge of its Financial Products division. At National Economic Research Associates, he served as Senior Consultant in Securities and Finance, and at the American Stock Exchange he served as Chief Economist, Senior Vice President for Equity Research, and Vice President for New Products Development. To help commemorate the 20<sup>th</sup> anniversary of SPDRs and Exchange Traded Funds, in January 2013, Dr. Bloom was honored to ring the opening bell on the trading floor of the NYSE for his contributions to the creation, development, and popularization of SPDRs, QQQ, and numerous other ETFs worldwide. He holds a Ph.D. in Economics from Harvard University.

### **Panel Member: Dr. Stephen J. Dubernas Defense Logistics Agency Chair/Visiting Professor**

Dr. Stephen J. Dubernas joined the NDU's Dwight D. Eisenhower School for National Security and Resource Strategy School as the Defense Logistics Agency (DLA) Chair in July 2020. He serves as an Instructor in the National Security Industrial Base Department teaching the Transportation and Logistics Industry Study. He is a career civil servant with over 20 years of logistics leadership experience. Before coming to the Eisenhower School, he spent three years as DLA's Chief of Whole of Government Operations supporting 40 interagency partners, 50 states, 300 localities, 10 defense agencies and 115 international partners generating \$8B in sales. Dr. Dubernas held numerous leadership and technical positions within the DLA organization, earning many distinctions in his career to include DLA Leader of the Year. Additionally, Dr. Dubernas was recognized with the 2015 General William G. Tuttle Supply Chain Excellence Award from his expert analysis and development of cargo flow options into Operation ENDURING FREEDOM.

Dr. Dubernas holds a Ph.D in Public Policy and Administration from Walden University, a master's degree from the Eisenhower School in National Resource Strategy, a master's degree in Public Administration from the University of Oklahoma, a bachelor's degree in Criminology from Kings College, PA. He is an honorably discharged veteran of the U.S. Air Force.

### **Pete Steen**

#### **Global Strategy and Economics Advisor, Joint Staff Strategy, Plans and Policy Directorate, Director's Advisory Group (J5)**

Peter Steen - Global Strategy and Economics Advisor, Department of Defense, Joint Staff Strategy, Plans and Policy Directorate, Director's Advisory Group - Pete provides the Joint Staff with analysis of the nexus of Economy/Energy/Finance and U.S. National Security. He also provides methodological support to Joint Staff decisions through applying behavioral, econometric, and psychometric analytic techniques and insights in support of national security strategies, policies and decisions. Pete began support to the Joint Staff in 1998, entering government service in 2010. Pete is currently responsible for strategic level analysis of the interaction of economic/energy/finance issues with national military strategies and policies. Previously, he was the lead architect in the Joint Staff's Common Approach to Theater Campaign Plan Assessments. He was the lead architect for the Department of Defense effectiveness assessment for the Global War on Terror. Pete previously served as Adjunct Professor at Georgetown University specializing in the nexus of economy and national security. He is a graduate of Bradley University (BA: Econ and Intl Studies), the University of South Carolina (MA: Intl Studies), and the University of Utah (MS: Econ).

### **Panel 3: Enabling Industry to Support the Warfighter**

Better aligning the government and the defense industrial sector is a topic of discussion in many areas. How can the government better align industry to ramp-up production? How can new strategic concepts and experimentation shape cross-cutting challenges? What choke points in the lower tier supply can hinder the DIB's ability to surge production in response to contingencies and emerging threats? In what ways can you surge what you don't have and how can allies and partners help?

**Moderator: Dr. Fabian Villalobos**

***Engineer at RAND; Published Author***

Dr. Fabian E. Villalobos (he/him/his) is an engineer at RAND, and a professor of policy analysis at the Pardee RAND Graduate School. Dr. Villalobos has an interest in the intersection of technology, economics, and geopolitics and primarily focuses on issues in the national security and homeland security sectors. His work at RAND has included topics on emerging technologies, logistics, acquisitions, the defense industrial base, and China. Dr. Villalobos has a specific interest in vehicle electrification policy, critical minerals supply chains, and their impacts on climate change, trade, and international relations. Recent work includes Critical Minerals and Technology Supply Chains, U.S.-China Technological Competition, Technological Risk, Electric Vehicles, Hypersonic Missiles, and Autonomous Systems. Dr. Villalobos has a background in Materials Science and Chemical Engineering with emphasis on aerospace materials, critical materials, energy storage, and renewable energy technologies. He is a co-inventor and co-author of patents. Previously, he worked in industry at startups and established manufacturers alike supporting R&D, product development, quality assurance, business development, and more. His commentary has been featured in the Modern War Institute, World Economic Forum Annual Meeting, The Hill, Barron's, DefenseNews, New Security Beat, and more. He has been quoted in the New York Times, PolitiFact, Factcheck.org, Indopacific Defense Forum, The Wire China, and more. Villalobos has been invited to speak on topics like critical minerals and battery supply chains to a variety of audiences across the executive, U.S. Congress, foreign embassies and consulates, and think tanks across the world.

**Panelist:**

**Panel Member: John Polowczyk**

***Managing Director, Government and Public Sector of Ernst & Young LLP.***

John Polowczyk a Managing Director in the Government and Public Sector of Ernst & Young LLP. John is the Supply Chain and Operations Field of Play leader. He is a supply chain and logistics professional with 34 years of experience across strategy development, information technology and contested logistics. John served as the White House Supply Chain lead on the Coronavirus Task Force in 2020 to ensure health care workers got what they needed when they needed it. John was brought in from the Joint Staff to stabilize the supply chain in response to the pandemic and worked across federal, state, local governments as well as commercial industry to increase the availability of material and expand the US industrial base. John was the lead official responsible for the use of the Defense Production Act (DPA) to first procure and distribute supplies and then expand the US industrial base. He was responsible for more than 80 uses of the DPA to increase US manufacturing capabilities as well the distribution processes. John served as the Vice Director for Logistics to the Chairman of the Joint Chiefs of Staff. In this role he authored the Joint Concept for Contested Logistics (JCCL). He managed all global logistics for the Joint force to include transportation, supply chains for munitions and petroleum for DOD's global responses. John also ran the Joint Requirements Oversight Council (JROC) process for all logistics and sustainment capabilities. John holds a BS in Engineering from the United States Naval Academy, an MS in Management (Acquisition & Contract Management) from the Naval Postgraduate School and an MS in National Resource Strategy from the National Defense University. He is a graduate of the Executive Development Program from the Tuck School of Business at Dartmouth.

**Panel Member: Ms. Jennifer Stewart**

**Executive Vice President for Strategy and Policy at National Defense Industrial Association (NDIA)**

Jennifer (Jen) Stewart is the Executive Vice President for Strategy and Policy at National Defense Industrial Association (NDIA), where she is responsible for developing policy and regulatory positions on behalf of the membership of the largest U.S. defense trade association. Previously, Jen served as Chief of Staff to the Secretary of Defense, Staff Director of the House Armed Services Committee, a direct report to the Chairman of the Joint Chiefs of Staff, and the national security advisor for 10 years to the Speaker of the U.S. House of Representatives. Jen serves on several fiduciary, nonprofit, and government boards, is a member of the Council on Foreign Relations, and is a senior defense thought leader with almost two decades of service at the highest levels in both the Department of Defense and Congress.

**Panel Member: VADM William A Brown (ret)**

**President & CEO National Defense Transportation Association**

Vice Adm. William A. Brown currently serves as the President & CEO of the National Defense Transportation Association. He retired in November 2017 after 37 years of Naval service, most recently as the Director for Logistics on the Joint Staff. Brown hails from Gloucester County, Virginia. A Naval Reserve Officers Training Corps scholarship student at Virginia Military Institute, he was commissioned in the Navy in May 1980. He received a master's degree in business administration from the Navy Postgraduate School in 1990 and attended Stanford Business School Executive Training Program in 2004. Ashore, he was assigned to the Naval Air Systems Command; the former Naval Aviation Supply Office; Commander, Naval Air Force, U.S. Atlantic Fleet; Naval Supply Systems Command and Commander, Naval Air Forces. During the initial phases of Operations Enduring Freedom and Iraqi Freedom, he was the operations director at the Naval Inventory Control Point, Philadelphia, providing aviation logistics support to deployed aviation units. Brown has served in a variety of sea and shore duty assignments providing him with extensive logistics and management expertise. His initial sea tour was aboard USS John F. Kennedy (CV 67), assigned to the Supply Department. He served as supply officer aboard USS Leftwich (DD 984) during Operation Nimble Archer and completed his sea assignments as supply officer aboard USS George Washington (CVN 73) during Operation Southern Watch in 2000. Brown previously served as the USTRANSCOM deputy commander, U.S. Transportation Command, Scott Air Force Base, Illinois, and USTRANSCOM director of Strategy, Policy, Programs and Logistics (J5/4). He also served as director of logistics (J4) at United States European Command, Stuttgart-Vaihingen, Germany, where he directed logistical support for U.S. forces assigned to the United States European Command theater of operations. Prior to assuming his position at EUCOM, he served as the commander, Fleet and Industrial Supply Centers, San Diego, and fleet supply officer at U.S. Fleet Forces Command in Norfolk, Virginia. Brown is currently assigned as the director for logistics (J4) on the Joint Staff. As the J4, he is responsible for integrating logistics planning and execution in support of joint operations to drive joint force readiness, maximize the Joint Force Commander's freedom of action and advise the chairman of the Joint Chiefs of Staff on logistics matters. His awards include the Defense Distinguished Service Medal, the Defense Superior Service Medal, Legion of Merit (four awards), Meritorious Service Medal (four awards), Navy and Marine Corps Commendation Medal (two awards), Navy and Marine Corps Achievement Medal and various other decorations. He is a qualified Naval Aviation Supply Corps officer and Surface Warfare Supply Corps officer. Brown is a 1989 recipient of the Navy League's Vice Admiral Robert F. Batchelder Award.

**Panel 4: Artificial Intelligence and Member 1st (AIM1) Panel: Strengthening the DIB's nth-tier Small Businesses for the Supply chain Defense & Cybersecure Growth**

AIM1 stands for AI and Member 1st strengthening of 5,000 machine shops as pacesetters for the DIB. This session details the immediate private sector led business-to-business strengthening of cybersecure growth, reliability, and resilience of the smallest DIB supply chain members starting with U.S. machine shops as part of continuing efforts to strengthen other key DIB market categories.

**Moderator: Ted Rybeck, Operations Center Lead for the Mary S Peake Fellowship** who serves as Chair of the NDTA Cybersecurity Best Practices Committee and CEO of Venly after leading the first open source b2b e-commerce standard and Walmart's first internet-based collaboration system with its suppliers.



**Panel Member: Mr. John Biagioni, CEO of a 35-person machine shop, Lampin Corporation**, which has no IT staff but won the 2024 Logistics Innovation Award from the National Defense Transportation Association (NDTA) after fueling the company's growth by adopting AI, cybersecurity, and supply chain risk management.

**Panel Member: Ms. Jamara Richardson, Peake Fellow '25**, supports John Biagioni at the Lampin machine shop as well as other DIB members. She previously served as an Army logistics specialist at Fort Bliss after high school and then graduated from Fayetteville State University magna cum laude in 2023. From 2023-2024, Jamara helped lead the AIM1 Higher Ed Enterprise Leadership Programs (i-HELP) with small business members of the DIB ecosystem around Fort Liberty.

**Panel Member: Major General David Sanford, Director of Operations - J3 of the Defense Logistics Agency (DLA)** which engages the innovation of the smallest DIB members as a next generation Arsenal of Democracy including over 10,000 suppliers across a range of product areas: aviation equipment, building materials & construction equipment, consumable hardware, excess property, food & sustenance, fuel & energy, industrial plant equipment, land & maritime equipment, maps, medical, strategic materials, uniforms, clothing & textiles.

**Panel Member: Ms. Jeannie Hebert, CEO of Blackstone Valley Chamber of Commerce** which supports the Lampin machine shop and other DIB members with Peake Fellows who facilitate adoption of new best practices for AI, cybersecure growth, and innovation. The Blackstone Valley Chamber worked with the Peake to become a pacesetter across the country as the nation's first chamber-based ed hub for 3D printing and other advanced manufacturing and the first 24/7 onsite innovation center.

**Panel Member: President Sandy Doran, Bay Path University**, co-leader with the Mary S. Peake Fellowship on nationwide effort for Higher Ed Enterprise Leadership Programs (i-HELP) for recent graduates to support the AIM1 cybersecure growth of DIB small businesses nationwide. President Doran comes from a non-traditional background in that she was a supply chain executive before becoming President of Salem College in Winston-Salem, North Carolina.

**Panel Member: Major General Cameron Holt (Ret.), President of Exiger**, a leading provider of AI-based supply chain risk management (SCRM) across the DIB and a driver of the AIM1 mobilization. Maj Gen Holt previously served as Deputy Assistant Secretary for Contracting, Office of the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics. Beginning early in his career, he worked to transform DoD procurement and supply processes with small businesses in conjunction with their local chambers of commerce and other business associations

#### **Fireside chat:**

#### **Moderator: Lieutenant General (ret) Leonard J. Kosinski Senior Defense Associate, Samuel Group-Washington D.C.**

Lieutenant General Leonard J. Kosinski, a distinguished retired officer of the United States Air Force, is currently a Senior Defense Associate at the Samuel Group in Washington D.C. General Kosinski offers seasoned leadership and strategic insights to the US Department of Defense at the Samuel Group. With his extensive professional network, he provides strategic counsel and guidance to companies and clients within the defense and national security sectors. General Kosinski's military career commenced in 1993 upon his commissioning from the U.S. Air Force Academy with a Bachelor of Science in Operations Research. His career spans over three decades of dedicated service, marked by key operational assignments including pilot roles in aircraft such as the KC-135 Stratotanker, C-5 Galaxy, and C-17 Globemaster III, accumulating over 3,300 flight hours. His educational background is impressive, holding multiple advanced degrees, including a Master of Science in Industrial Engineering, a Master of Business Administration focusing on International Corporate Strategy, and a Master of Arts in International Relations from The Fletcher School of Law and Diplomacy. He has also earned distinguished graduate honors at both the Defense Language Institute and numerous military education programs such as Squadron Officer School and an exclusive Defense Fellowship for Air War College. Throughout his career, General Kosinski has been at the helm of several critical roles, including Director for Logistics on the Joint Staff at the Pentagon, where he was pivotal in integrating logistics planning and execution to support global military operations.

His leadership was instrumental while serving as Deputy Commander of the Fifth Air Force and Director of the Joint Air Component Coordination Element in Japan, among other positions. General Kosinski's contributions to international military cooperation are highlighted by his participation in significant operations such as Southern Watch, Allied Force, Enduring Freedom, and Iraqi Freedom. His achievements have been recognized through numerous awards, including the Defense Distinguished Service Medal and Defense Superior Service Medal. His international service and leadership have been further acknowledged with prestigious accolades like the Order of the Rising Sun, Gold Rays with Neck Ribbon, for his contributions to U.S.-Japan relations. General Kosinski also speaks fluent Japanese.

### **Admiral Christopher W. Grady** **Vice Chairman of the Joint Chiefs of Staff**

A native of Newport, Rhode Island, Admiral Christopher W. Grady graduated from the University of Notre Dame in 1984 and received his commission through the Naval Reserve Officers Training Corps program. Grady is also a distinguished graduate of both Georgetown University, where he participated as a fellow in Foreign Service at the Edmund A. Walsh School of Foreign Service, and the National War College. A career Surface Warfare Officer, Grady served aboard USS Moosbrugger (DD 980) as combat information center officer and antisubmarine warfare officer. As a department head, he served as weapons control officer and combat systems officer aboard USS Princeton (CG 59). He then commanded Mine Countermeasures Rotational Crew Echo aboard USS Chief (MCM 14), and later deployed to the Arabian Gulf in command of USS Ardent (MCM 12). Grady subsequently commanded USS Cole (DDG 67), deploying as part of NATO's Standing Naval Forces Mediterranean. In command of Destroyer Squadron 22, he deployed to the Arabian Gulf as sea combat commander for the Theodore Roosevelt Carrier Strike Group in support of Operations ENDURING FREEDOM and IRAQI FREEDOM. Ashore, Grady served in the Joint Chiefs of Staff and then as naval aide to the Chief of Naval Operations, as the assistant branch head of the Europe and Eurasia Politico-Military Affairs Branch (OPNAV N524), as executive assistant to the Navy's Chief of Legislative Affairs, as the deputy executive secretary of the National Security Council in the White House, and as the executive assistant to the Chief of Naval Operations. As a flag officer, he first served as Director of Maritime Operations, Commander, U.S. Pacific Fleet (N2/3/5/7), then subsequently commanded Carrier Strike Group 1/Carl Vinson Carrier Strike Group, where he deployed for nearly 10 months to the Western Pacific and the Arabian Gulf conducting combat operations in support of Operation INHERENT RESOLVE. He later served as Commander, Naval Surface Force Atlantic; Commander, U.S. 6th Fleet/Commander, Naval Striking and Support Forces NATO/Deputy Commander, U.S. Naval Forces Europe and U.S. Naval Forces Africa. From May 2018 until December 2021, he served as the Commander, U.S. Fleet Forces Command, and the Naval Component Commander to both U.S. Northern Command and U.S. Strategic Command, as the Joint Force Maritime Component Commander for U.S. Strategic Command and executed Task Force Atlantic in coordination with U.S. Naval Forces Europe. Admiral Grady was sworn-in as the twelfth Vice Chairman of the Joint Chiefs of Staff, the nation's second highest-ranking military officer, on 20 December 2021. The admiral represents the Chairman of the Joint Chiefs of Staff on the Deputies Committee of the National Security Council and chairs the Joint Requirement Oversight Council (JROC) which is responsible for reviewing and establishing acquisition priorities for major weapon systems amongst the military branches. He also co-chairs the Deputy's Management Action Group (DMAG) and the Deputy's Workforce Council (DWC) with the deputy secretary of defense to address departmental budgetary priorities and serves as the senior member of the Nuclear Weapons Council, responsible for managing the atomic stockpile and coordinating nuclear weapon-related programs and budgets. The admiral is currently the Navy's "Old Salt", its longest-serving surface warfare officer on active duty.

**Mr. Tucker D. Hughes**

**Deputy Director for Studies and Analysis (DDSA) Joint Staff J8**

Mr. Tucker D. Hughes is the Deputy Director for Studies and Analysis (DDSA) in the Joint Staff's Force Structure, Resources and Assessment Directorate (J-8), the Pentagon, Washington, D.C. DDSA conducts studies, analysis, and assessments of the capability, capacity and readiness of the Joint Force, today and in the future, to support the J-8's efforts to evaluate defense strategy, plans and programs for the Chairman of the Joint Chiefs of Staff. DDSA oversees development of the Department's Global Force Management Implementation Guidance, Directed Readiness Tables, Apportionment Tables, force management assessments, as well as the Chairman's military net assessment series, routine and ad hoc capability assessments of the Joint Force and Joint requirements, Senior Leader political-military wargames, and the Chairman's Senior Seminar Series. A career civil servant, Mr. Hughes most recently served as the Chief of the Resource Analysis Division and the Strategic Analysis and Integration Division at the U.S. Army Center for Army Analysis. He previously served as a liaison at U.S. European Command and U.S. Africa Command, as well as in the Headquarters, Department of the Army, G-3, Strategy, Plans, and Policy Directorate, and in the Army's Enterprise Task Force (now the Office of Business Transformation). As an analyst, he has worked extensively on problems of resources, installations, stationing, force structure, force generation, readiness, and other topics. Originally from northern New Hampshire, Mr. Hughes holds a Bachelor of Arts in Economics from Vassar College, a Master of Arts in Economics from George Mason University, and a Master of Military Studies from the Marine Corps University, Command and Staff College.