



AMERICA'S FUTURE FLEET
REINVIGORATING THE MARITIME
INDUSTRIAL BASE

DECEMBER 3, 2024

AGENDA

8:30 a.m. Check-In and Breakfast

9:00 a.m. Welcome Remarks and Introduction of Keynote

Daniel E. Holland III | Chairman, Naval War College Foundation

Rear Admiral Darryl L. Walker, USN | President, U.S. Naval War College

Admiral James G. Foggo, USN (Ret.) | Dean, Center for Maritime Strategy

9:30 a.m. Keynote Address and Fireside Chat

Admiral Lisa M. Franchetti, USN | 33rd Chief of Naval Operations

Fireside chat moderated by Admiral James G. Foggo, USN (Ret.)

10:15 a.m. Coffee Break

10:30 a.m. Panel 1 | Enhancing the Success of the Maritime Industrial Base

Vice Admiral Robert Gaucher, USN | Commander, Naval Submarine Forces; Commander, Submarine Force, U.S. Atlantic Fleet; Commander, Allied Submarine Command

Bryan Caccavale | Vice President, Navy Programs, Newport News Shipbuilding, HII

Admiral Kevin E. Lunday, USCG | Vice Commandant

Moderated by Admiral James G. Foggo, USN (Ret.)

11:45 a.m. Lunch

12:30 p.m. Panel 2 | Harnessing Innovation and Disruptive Technology

Dr. Cara LaPointe | Director of Strategic Assessment, Department of the Navy

Cory Emmons | Senior Director for Strategy, Anduril Industries

Geoff Gage | Vice President Public Sector Business Development, Dataminr

Moderated by Bill Rivers | Palantir Technologies, Office of the CEO

AGENDA

1:30 p.m. Panel 3 | AUKUS and Submarine Industrial Base Down Under

Rear Admiral Ian Murray, AM | Australian Defence Attaché / Head of Australian Defence Staff – Washington

Rear Admiral Tim Woods, RN | UK Defence Attaché Washington, Head of the British Defence Staff US

Captain Jon Ahlstrom, USN | Director for AUKUS, National Security Council

Vice Admiral William Hilarides, USN (Ret.) | 43rd Commander of Naval Sea Systems Command (NAVSEA)

Moderated by Kathryn Paik | Deputy Director and Senior Fellow, Australia Chair, Center for Strategic and International Studies

2:45 p.m. Coffee Break

3:00 p.m. Panel 4 | Manning the Maritime Industrial Base

Frederick J. Stefany | Direct Reporting Program Manager, Maritime Industrial Base Program

Kiley Wren | Co-Founder and Chief Executive, BlueForge Alliance

Kristopher Rick | Training and Partnership Lead, Veterans' Employment and Training Service, U.S. Department of Labor

Bryan Caccavale | Vice President, Navy Programs, Newport News Shipbuilding, HII

Moderated by Katherine Kuziminski | Deputy Director of Studies; Director, Military, Veterans, and Society Program, Center for New American Security

4:15 p.m. Closing Remarks

Stephen J. Mariano, Ph.D. | Provost, U.S. Naval War College

CAPT George E. Lang, Jr., USN (Ret.) | President & Chief Executive Officer, Naval War College Foundation

Admiral James G. Foggo, USN (Ret.)

4:30 p.m. Cocktail Reception

Daniel E. Holland III

Chairman, Naval War College Foundation

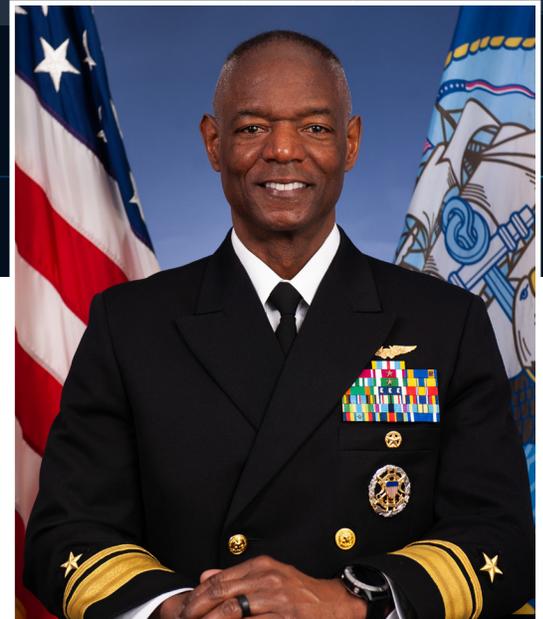


Dan Holland is the Chief Operating Officer at Shield Capital, a venture capital firm focused on investing in frontier, dual-impact technologies in the areas of Cybersecurity, Space, Autonomy, and Artificial Intelligence. Prior to joining SHIELD, he spent 35 years at Goldman Sachs. Holland began his career in the fixed-income division of Goldman Sachs in Boston and was named Co-Resident Manager of the Boston Office in 1997 and became a Managing Director in 1999. In 2000, Holland was named Chief Operating Officer of fixed income, currency, and commodities sales for North America. In 2001, he moved to Global Securities Services to work with the firm's hedge fund clients. From 2010 to 2022, he managed the firm's Private Wealth Management business in New England, advising ultra-high-net-worth families and small institutions.

Holland served in the United States Navy as a Surface Warfare Officer assigned to USS David R. Ray (DD-971) before attending business school at Wharton. He remained in the Navy Reserves, serving in Naval intelligence roles. In addition to his position as Chairman of the Naval War College Foundation, Holland is Chairman of the Advisory Board for the Carroll School of Management at Boston College and serves as Overseer of the USS CONSTITUTION Museum. He serves on the Development Committee for the New England Center and Home for Veterans and is an active member of Business Executives for National Security (BENS). Dan holds a Bachelor of Arts in Economics from Boston College and an MBA from the Wharton School at the University of Pennsylvania.

RADM Darryl L. Walker, USN

President, U.S. Naval War College



Rear Admiral Darryl “D-Day” Walker enlisted in the United States Air Force in 1985 as an Air Traffic Controller. He received his commission in the United States Navy through the Naval Aviation Officer Candidate School and was designated a Naval Flight Officer in 1992. He is a graduate of Embry-Riddle Aeronautical University and the United States Naval War College.

Walker fulfilled various operational tours in the Pacific and Arabian Gulf, including service as the Commander and Executive Officer of the “Cougars” VAQ-139, deployed onboard USS Ronald Reagan (CVN 76), as well as the Commodore and Deputy Commodore of the Electronic Attack Wing United States Pacific Fleet, flying the EA-18G Growler. He has amassed an impressive 3900 flight hours and 696 carrier-arrested landings throughout his career.

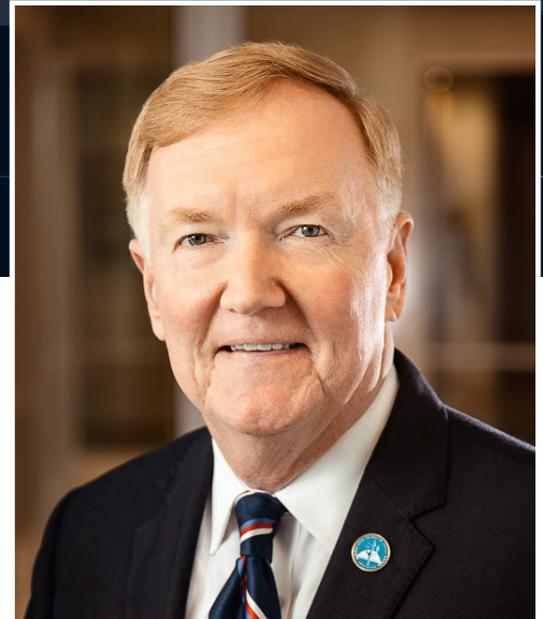
Walker’s shore assignments include Deputy Director, PERS-43; NAE Diversity Director; Chief of Naval Operations Strategic Studies Group; Chief of Staff to the Chief Information Officer, Secretary of Defense; Executive Assistant to the 11th Vice Chairman of the Joint Chiefs of Staff; and Executive Assistant to the 32nd Chief of Naval Operations.

As a Flag Officer, Walker served as the Deputy Director of Operations (J-3), U.S. Cyber Command, and most recently as the Deputy Commander of Joint Force Headquarters-Cyber (Navy), United States TENTH Fleet.

His awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, Air Medal, Joint Service Commendation, Navy Commendation Medal, USAF Commendation Medal, and various unit and campaign awards.

ADM James G. Foggo, USN (Ret.)

Dean, Center for Maritime Strategy



Admiral James G. Foggo, U.S. Navy (Ret.), is the Dean of the Center for Maritime Strategy. He is a 1981 graduate of the U.S. Naval Academy. ADM Foggo is also an Olmsted Scholar and Moreau Scholar, earning a Master of Public Administration at Harvard University and a Diplome d'Etudes Approfondies in Defense and Strategic Studies from the University of Strasbourg, France.

He commanded the attack submarine USS Oklahoma City (SSN 723) in 1998, which was awarded the Submarine Squadron 8 Battle Efficiency "E" award and the Admiral Arleigh Burke Fleet Trophy, for being the most improved ship in the Atlantic Fleet.

Following command of USS Oklahoma City, he would go on to command eight more times to include: Submarine Squadron 6 in Norfolk, Virginia; Submarine Group 8; Allied Submarines South; the U.S. 6th Fleet; Allied Striking and Support Forces NATO; Naval Forces Europe; Naval Forces Africa; and Allied Joint Forces Command (NATO), all headquartered in Naples, Italy.

During these command tours, he participated in combat operations as the Operations Officer for Joint Task Force Odyssey Dawn (Libya) in 2011 and Commander Naval Forces Europe for strike operations against Syrian chemical weapons sites in April 2018.

Throughout his career, Foggo has been a champion of the Navy as an extended arm of diplomacy. He maintained close relationships with the U.S. ambassadors in his area of responsibility from Europe to Africa and into the Middle East. He sponsored numerous regional ambassadors conferences at his headquarters in Naples to address security challenges in the Balkans, Mediterranean and the Black Sea regions. Throughout 2021, he taught a seminar at the Foreign Service Institute on civil-military relations for rising foreign service officers. In November 2021, Foggo was named to the American Academy of Diplomacy as one of a handful of retired flag officers who serve alongside more than 200 retired ambassadors with the common goal of enhancing American diplomacy around the globe.

Foggo is a Distinguished Fellow of the Center for European Policy Analysis and a Distinguished Fellow of the Council on Competitiveness. He is a member of the board of directors of the Olmsted Foundation and the Naval Historical Foundation. He occupies a seat on the editorial board of the Marine Corps University in Quantico, Virginia. He is also a member of the Council on Foreign Relations and the Explorer's Club of New York. Admiral Foggo sits on the Senior Military Advisors Group at the United States Institute of Peace.

His awards include the Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit and NATO Meritorious Service Medal. In addition, he is the recipient of the French Chevalier de l'Ordre National de Merité and the Legion d'Honneur, the Cross of Saint George (Portugal), the White Cross of the Naval Order of the Spanish Armada, the Meritorious Service Cross from the Governor General of Canada, the rank of Commendatore from the President of Italy, and Knight of the Grand Cross of Kingdom of Two Sicilies.

Admiral Lisa M. Franchetti, USN

33rd Chief of Naval Operations



Adm. Lisa Franchetti is a native of Rochester, New York. She is a 1985 graduate of Northwestern University where she was commissioned through the Naval Reserve Officer Training Corps Program. Designated a Surface Warfare Officer in 1989, she has commanded at every level and deployed in every Fleet, with nearly 20 years of operational and at-sea experience.

She assumed duties as the 33rd Chief of Naval Operations on Nov. 2, 2023.

Her previous flag assignments include: Vice Chief of Naval Operations; director for Strategy, Plans and Policy (J5), Joint Staff; deputy Chief of Naval Operations for Warfighting Development, N7; 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 during the 2018 strikes against Syrian chemical-weapons facilities; chief of staff, Strategy, Plans and Policy (J5) Joint Staff; commander, Carrier Strike Group 15; commander, Carrier Strike Group 9; and commander, U.S. Naval Forces Korea.

At sea, she commanded Destroyer Squadron TWENTY ONE, embarked on USS John C. Stennis (CVN 74); commanded USS Ross (DDG 71) and also served as commander of Pacific Partnership 2010, embarked on USNS Mercy (T-AH 19). Her operational sea tours include assistant surface operations officer on USS George Washington Carrier Strike Group; executive officer of USS Stout (DDG 55); combat systems officer and chief staff officer for Destroyer Squadron TWO; operations officer on USS Moosbrugger (DD 980); navigator on USS Monongahela (AO 178); and auxiliaries officer and first division officer on USS Shenandoah (AD 44).

Ashore, Franchetti's assignments include military assistant to the Secretary of the Navy; deputy director of International Engagement and executive assistant to the Deputy Chief of Naval Operations for Operations and Strategy on the Navy staff; division chief, Joint Concept Development and Experimentation, on the Joint Staff, J7; 4th Battalion officer at the U.S. Naval Academy; protocol officer for Commander, U.S. Atlantic Fleet; aide to the Vice Chief of Naval Operations; commanding officer, Navy Reserve Center Central Point, Oregon; program manager, Naval Reserve Readiness Command, Region 13.

Franchetti holds a Bachelor of Science in Journalism from Medill at Northwestern University, a Master's degree in Organizational Management from the University of Phoenix, completed Harvard Kennedy School's National and International Security program, and was a Massachusetts Institute of Technology Seminar XXI Fellow. She is a member of the Council on Foreign Relations, was awarded the Northwestern Alumni Medal in 2019, inducted into the Medill School of Journalism Hall of Achievement in 2024, and received the Naval War College Distinguished Graduate award in 2024.

Her personal awards include the Defense Distinguished Service Medal, Distinguished Service Medal (two awards), Defense Superior Service Medal (two awards), Legion of Merit (five awards), Meritorious Service Medal (six awards), Navy and Marine Corps Commendation Medal (four awards), and the Navy and Marine Corps Achievement Medal (two awards).

Vice Admiral Robert Gaucher, USN

Commander, Naval Submarine Forces; Commander, Submarine Force, U.S. Atlantic Fleet; Commander, Allied Submarine Command



Vice Adm. Gaucher is a native of Pittsfield, Massachusetts. He is a 1991 graduate of the U.S. Naval Academy where he earned a Bachelor of Science in Systems Engineering. He also holds a Master of Science in Engineering Management from the University of Central Florida.

Gaucher's operational assignments include service in both fast attack and ballistic missile submarines including service as division officer, USS Flying Fish (SSN 673), navigator/operations officer, USS Oklahoma City (SSN 723), executive officer, USS Maryland (SSBN 738) (BLUE), commanding officer, USS City of Corpus Christi (SSN 705), and Commodore, Submarine Development Squadron 5.

During these tours he completed three strategic deterrent patrols as well as deployments to the Pacific, Arctic, Caribbean, North Atlantic, and Mediterranean.

Staff assignments include instructor duty at Naval Nuclear Power School; flag aide for the Commander Submarine Forces; Maritime Operations branch head at U.S. Pacific Command; director, Operational Support Branch, Chief of Naval Operations staff; chief of staff, Commander Submarine Force Atlantic.

During his command tour, USS City of Corpus Christi completed two Western Pacific mission cycles, and a homeport change to Pearl Harbor, Hawaii while earning two Meritorious Unit Commendations and the Submarine Squadron 15 Battle Efficiency 'E'. While serving in major command of Development Squadron Five he was responsible for the Seawolf class submarines, Unmanned Undersea Vehicle Squadron 1, and several special project ocean engineering and research and development detachments. DEVRON 5 earned the Navy Unit Commendation during his tour.

Gaucher's flag tours include director, Maritime Headquarters (N03), U.S. Pacific Fleet, Commander, Submarine Group 9/ Task Group 114.3 where he commanded Pacific ballistic and guided missile submarines, and director, Strategic Integration (N2N6T) on the Navy staff. Most recently he was assigned as a Special Assistant at U.S. Fleet Forces Command.

Gaucher assumed his current duties in December 2023 as commander, Submarine Forces. He is the undersea domain lead, and is responsible for the submarine force's strategic vision. As commander, Submarine Force Atlantic, he commands all Atlantic-based U.S. submarines, their crews and supporting shore activities. These responsibilities also include duties as commander, Task Force (CTF) 114, CTF 88, and CTF 46. As commander, Allied Submarine Command, he is the principle undersea warfare advisor to all North Atlantic Treaty Organization strategic commanders.

Gaucher has earned various personal and unit awards and is particularly honored to be recognized as an Honorary Acoustic Intelligence (ACINT) Specialist.

Bryan Caccavale

Vice President, Navy Programs, Newport News Shipbuilding, HII



Bryan Caccavale is vice president of Navy Programs for Newport News Shipbuilding, a division of HII, located in Newport News, Virginia. Named to this position in 2022, he is responsible for program execution and financial performance of the portfolio of ships built and maintained by NNS

Caccavale began his shipbuilding career in 2002 as a financial analyst and since then has held numerous positions of increasing responsibility, including leadership roles in program finance, financial planning and reporting, contracts, and supply chain management. Prior to his current appointment, he served as vice president of Material and Manufacturing and was responsible for the company's procurement, material logistics and manufacturing functions.

A native of Hampton Roads, Caccavale earned his bachelor's degree in economics from the University of Virginia and his master's in business administration from The College of William and Mary. In the community, he serves on the board of trustees for the Virginia Living Museum and the board of directors for the Virginia Chamber of Commerce.

Admiral Kevin E. Lunday, USCG

Vice Commandant



Admiral Kevin E. Lunday assumed the duties and responsibilities of the 34th Vice Commandant on June 13, 2024. As the Vice Service Chief, he advances and executes the Commandant's strategic vision and intent, directs internal organizational governance, and serves as the Component Acquisition Executive.

Lunday previously served as Commander, Atlantic Area where he directed operations from the Navigable Inland Waterways east of the Rocky Mountains to the Great Lakes, Gulf Coast, and East Coast of the U.S. throughout the Atlantic Ocean and adjacent parts of the Arctic Ocean to the Arabian Gulf. He also served under Presidential appointment as Director, Department of Homeland Security Joint Task Force East, responsible for unifying operations to secure the U.S. Southeast Border and maritime approaches, including leading efforts to deter and prevent maritime mass migration from Haiti and Cuba. Admiral Lunday has extensive experience in the Indo-Pacific where he served as Commander of the Fourteenth Coast Guard District, directing operations throughout Oceania, including Hawai'i, American Samoa, Guam, and the Commonwealth of Northern Mariana Islands, as well as activities in Japan and Singapore. He led efforts to strengthen partnerships through maritime security with other Pacific Island nations in the face of growing strategic competition.

Experienced in operational and technical cyberspace operations, Lunday served as Commander, U.S. Coast Guard Cyber Command where he directed the operation, maneuver, and defense of the Coast Guard Enterprise Mission Platform as part of Department of Defense (DoD) networks. He also directed remote and deployable cyberspace operations to protect U.S. maritime critical infrastructure from cyberattack. Prior to this role he served as Director of Exercises and Training (J7), U.S. Cyber Command where he directed the joint training and certification of the DoD Cyber Mission Force, the joint U.S. warfighting force in cyberspace.

His other Flag assignments include Deputy for Materiel Readiness where he oversaw enterprise program management for Coast Guard acquisitions and contracting, information technology, and engineering and logistics. He also served as Assistant Commandant for Command, Control, Communications, Computers, and Information Technology where he performed the duties of Chief Information Officer.

Lunday is a career national security attorney and judge advocate, licensed to practice in multiple states and before the U.S. Supreme Court. He is also a Certified Information Privacy Professional and has spoken and published on cybersecurity, privacy, technology, and the law. He is a Distinguished Graduate of the National War College with a Master of Science in National Security Strategy, and graduate of the Naval War College with distinction. He holds a Juris Doctor with high honors from George Washington University Law School and Bachelor of Science in Marine Engineering with honors from the U.S. Coast Guard Academy. He is a recipient of the American Bar Association Outstanding Military Service Career Judge Advocate Award (2005) and National Intelligence Certificate of Distinction (2004) for his leadership integrating the Coast Guard into the U.S. Intelligence Community. He has earned additional personal, team, and campaign awards during 37 years of Coast Guard service.

Dr. Cara LaPointe

Director of Strategic Assessment, Department of the Navy



Dr. Cara LaPointe is a futurist who focuses on the intersection of leadership, technology, policy and ethics. She spent over two decades in the United States Navy, serving as the Chief of Staff to the Deputy Assistant Secretary of the Navy for Unmanned Systems before her current role. In that position, LaPointe helped lead the Navy's efforts on unmanned and autonomous systems in all domains. Over her naval career, she held numerous roles in the areas of autonomous systems, acquisitions, ship design and production, naval force architecture, power and energy systems, and unmanned vehicle technology integration. She is a patented engineer, having co-designed a passive diver thermal protection system for deep-sea divers. At the Deep Submergence Lab of the Woods Hole Oceanographic Institution, LaPointe conducted research in underwater robotics, developing sensor fusion algorithms for deep-ocean autonomous underwater vehicle navigation.

LaPointe is currently a Senior Fellow at Georgetown University's Beeck Center for Social Impact + Innovation where she created the "Blockchain Ethical Design Framework" as a tool to drive social impact and ethics into blockchain technology. LaPointe also serves as the Co-Director of the Johns Hopkins Institute for Assured Autonomy at the university's Applied Physics Laboratory. LaPointe served at the White House within the office of First Lady Michelle Obama, developing public-private partnerships in support of veterans and military families, and LaPointe later returned to the White House as the Interim Director of the President's Commission on White House Fellowships across a presidential transition. She is a French-American Foundation Young Leader and the Program Director of the French-American Foundation's Cyber Security Program. LaPointe holds degrees from the Massachusetts Institute of Technology, the Woods Hole Oceanographic Institution, the University of Oxford, and the United States Naval Academy.

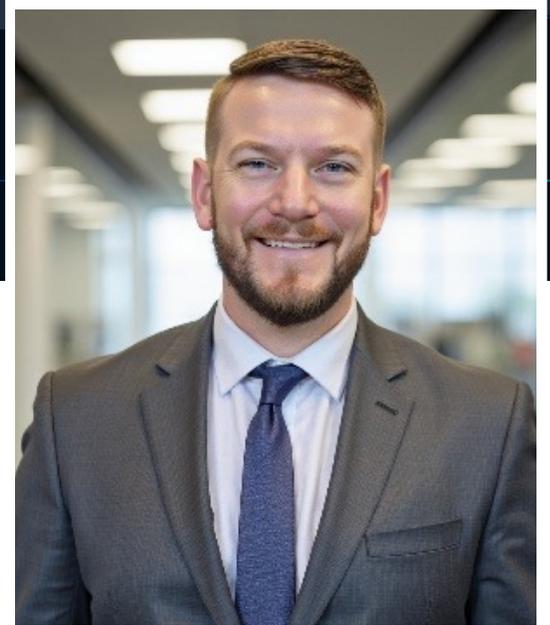
Cory Emmons

Senior Director for Strategy, Anduril Industries

Cory Emmons is a strategist, engineer, and acquisition professional focused on the development of defense systems and plans to ensure national security. He currently serves as the Senior Director for Strategy at Anduril Industries, particularly focused on naval warfare.

Prior to joining Anduril, Emmons was a civil servant in the Department of the Navy for over 14 years. Beginning his career as a naval architect supporting ships in operation, Emmons entered the Defense Acquisition Workforce in 2014 and worked the surface ship acquisition programs of LCS, FFG, and DDG(X). During his tenure, he executed all functions in shipbuilding programs by serving as a Technical Director, Financial Manager, Contracts Lead, and Program Manager. Emmons additionally served details in the offices of Deputy Assistant Secretary of the Navy (DASN) for Ships and the Chief of Naval Operations Warfighting Assessments division.

Emmons earned his Bachelor's from Clarkson University in Structural Engineering and a Master's Degree from Syracuse University in International Relations and National Security Studies. He is a native of the Syracuse area of Upstate New York and currently lives in Fredericksburg, Virginia, with his wife Amanda, three dogs, and a horse.



Geoff Gage

Vice President Public Sector Business Development, Dataminr



A Navy veteran, Geoff serves as Vice President within Dataminr's Public Sector go-to-market team, responsible for developing and implementing long term growth strategies for government business. He previously worked with the Dataminr customer success team for the Department of the Navy.

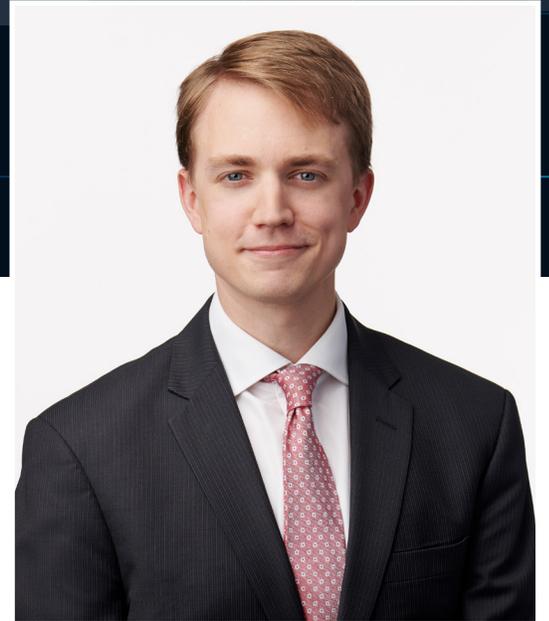
Gage transitioned to the private sector in 2021 following a distinguished career in public service. A naval aviator, TOPGUN instructor, joint operation planner, and military strategist, Gage was entrusted with command at the squadron and wing levels. He served as a Federal Executive Fellow at the Brookings Institution and subsequently helped re-orient the Navy to long term strategic competition as Deputy Director for Strategy in the Office of the Chief of Naval Operations. Prior to joining Dataminr, Gage served as a civilian senior advisor to the Navy's Deputy CNO for Warfighting Development (OPNAV N7), an organization he helped design and establish with the singular purpose of enhancing America's warfighting advantage.

Gage holds an MA in National Security and Strategic Studies, with highest distinction, from the U.S. Naval War College and a BA, with honors, from Harvard College.

Bill Rivers

Palantir Technologies, Office of the CEO

Bill Rivers has more than a decade of experience in government and national security in the Pentagon, U.S. Senate, and the Fortune 100. From 2017 to 2019, he was speechwriter for U.S. Secretary of Defense Jim Mattis. At Palantir, he supports the CEO's office on strategic business priorities, corporate affairs, and communications. Rivers holds an MPA from the University of Pennsylvania, where he studied as a Truman Scholar, and a BA in International Relations from the University of Delaware. His novel *Last Summer Boys* was an Amazon Kindle #1 bestseller in 2022.



Rear Admiral Ian Murray, AM

Australian Defence Attaché / Head of Australian Defence Staff – Washington



Rear Admiral Ian Murray was appointed as the Australian Defence Attaché to the United States of America and Head of the Australian Defence Staff – Washington in January 2023.

Murray joined the Royal Australian Navy in January 1986 and graduated in the first Australian Defence Force Academy class. He has served at sea as a Maritime Logistics Officer in His Majesty's Australian Ships Flinders, Anzac and Newcastle. Ashore he has served in logistics roles, graduated from the Army Command & Staff College at Fort Queenscliff, worked as the Fleet's Human Resource Manager (N1) and undertaken an exchange with the Ministry of Defence in the United Kingdom.

As a Captain he served as Director of Navy Logistics (N4) and Director of Logistics Operations (J43). Following the Defence and Strategic Studies Course in 2013, he was promoted to Commodore and served as Director General of Support (J1/J4) at Joint Operations Command before joining Joint Logistics Command as Director General Logistics Systems and then Deputy Commander. Rear Admiral Murray was promoted to be Commander Joint Logistics (Strategic J4) in June 2019. From April 2021 to July 2022 he acted in a 3-Star role as Chief of Joint Capabilities.

Murray is the Chairperson of Australian Defence Force Rugby Union, a recent Director of Defence Bank Ltd and a previous Chairperson of Navy Canteens. He is a Certified Professional of the Australian Human Resources Institute, a Fellow of the Chartered Institute of Logistics and Transport Australia and a Fellow of the Australian Institute of Company Directors. He holds a Bachelor of Arts (Econ), Graduate Diploma in Human Resource Management, Master of Defence Studies, Master of Arts and Master of Business Administration. He was made a Member of the Order of Australia (AM) in 2022.

Rear Admiral Tim Woods, RN

UK Defence Attaché Washington, Head of the British Defence Staff US



Tim Woods has enjoyed a career that has included four tours of the UK's Ministry of Defence, a secondment to the National Security Secretariat in the Cabinet Office and operational experience in ships, submarines, with NATO, in the land environment and, latterly, three years in Ukraine.

Woods joined the Royal Navy in 1988. Following initial training at Britannia Royal Naval College Dartmouth and at sea, he took up a deferred place at Downing College, Cambridge to read Natural Sciences. Junior Officer appointments included deployments to the Far East and submarine patrols, leading to the Advanced Command and Staff Course (2002/03). After two years on the staff at Dartmouth, he served as a Military Assistant in CinC Fleet's office responsible for the NATO aspects of the Four-Star role.

He returned to Cambridge University and Downing on promotion to Commander in 2007 to read for an MPhil in International Relations. His first MOD job was in 2009, responsible for managing the Maritime Equipment Programme during the Strategic Defence & Security Review (SDSR) and subsequent financial planning rounds, which included keeping the Queen Elizabeth Class Carriers on budget and options for future Type 26 anti-submarine frigates. He then spent 18 months as a Career Manager and Appointer for 250 officers.

Promoted to Captain in 2013, he deployed to Afghanistan for nine months as Deputy to the Three-Star UK National Contingent Commander and Chief J2. This exposed him to coalition campaigning at the strategic level and necessitated close working with the Foreign Commonwealth and Development Office, UK Government partners and the US.

After a further MOD appointment as the Capability & Resource lead for Chief of Defence People and another SDSR, he was selected for the Royal College of Defence Studies in 2015, where he was awarded the Wellington Prize for Strategic Analysis. He was then seconded to the National Security Secretariat in the Cabinet Office 2016/17, focussing on deterrence and countering hostile state hybrid activity.

Prior to promotion to Commodore in May 2018, he served as Secretary to the Chiefs of Staff in UK MOD's Top Office Group, coordinating weekly operations briefs for the Chief of the Defence Staff (CDS) and Ministers, and managing CDS's routine engagement with the Heads of the RN, Army, Royal Air Force and the UK Strategic Command.

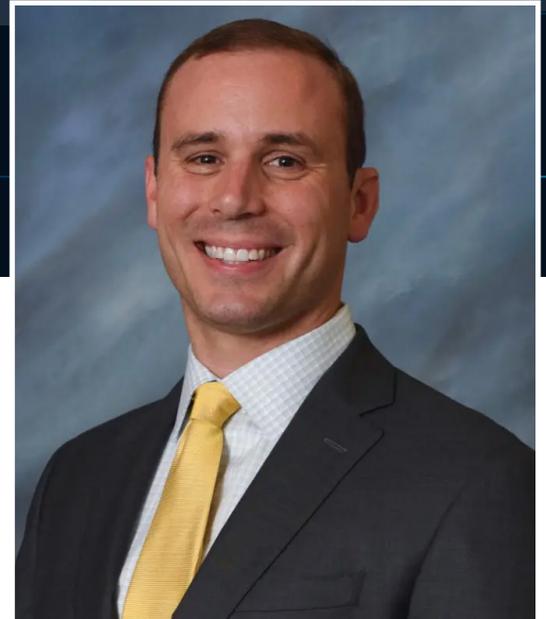
Prior to assuming his current role, he was Defence Attaché Kyiv and Head of the British Defence Staff in Eastern Europe (November 2019 – August 2022), commanding the DAs in a region that included Belarus, Moldova, Georgia, Armenia, Azerbaijan and Ukraine at a defining moment in post-war history.

A committed Christian and married to Catherine, they live in Woodbridge, Suffolk and have two little girls, Nataliya (February 2019) and Arabelle (August 2020). Tim has four other children: Anneli (1997), Barnaby (2000), Jasper (2002) and Heidi (2007). He enjoys reading, cooking, sailing, walking in the countryside and managing three holiday cottages in Suffolk.

Rear Admiral Tim Woods was appointed as a Commander in the Most Excellent Order of the British Empire in His Majesty the King's first Birthday Honours in 2023.

Jonathan Ahlstrom

Director for AUKUS, National Security Council



Jon Ahlstrom is serving as the Director for AUKUS on the National Security Council Staff in the Executive Office of the President. Ahlstrom most recently served as a Special Assistant for AUKUS and International Cooperation in the immediate office of the Secretary of Defense where he focused on the standup of the trilateral security partnership between Australia, the United Kingdom, and the United States. He is a career submarine officer who has served on both fast attack and ballistic missile submarines culminating in command of a Los Angeles Class attack submarine out of Norfolk, Virginia. Ahlstrom previously served as a White House Fellow at the U.S. Agency for International Development where he worked on development issues in the context of strategic competition. Ahlstrom holds a Bachelor of Science in Systems Engineering from the U.S. Naval Academy, a Master of Arts in Geopolitics from the Institut d'Études Politiques in Aix-en-Provence, France and a Master in Business Administration from the Imperial College, London.

Vice Admiral William Hilarides, USN (Ret.)

43rd Commander of Naval Sea Systems Command (NAVSEA)



Vice Adm. William Hilarides graduated from the U.S. Naval Academy in 1981 with a Bachelor of Science in Physics. He holds a Master's degree in Engineering Management from the Catholic University of America, and is a certified Acquisition Professional in the US Defense Acquisition System.

Hilarides deployed for almost 20 years on four nuclear powered submarines of three different designs. He commanded USS KEY WEST (SSN 722) from May 1998 to November 2000.

Hilarides entered the Acquisition Professional community in 2002, serving as the Program Manager of the SSGN Submarine Conversion Program, Program Executive Officer for Submarines, and Commander of the Naval Sea System Command (NAVSEA). As NAVSEA, he oversaw a global workforce of almost 70,000 and annual expenditures of over \$40B, and was responsible for the development, delivery and maintenance of the Navy's ships, submarines and warfare systems.

Hilarides received various personal and campaign awards, including the Distinguished Service Medal and the Intelligence Distinguished Service medal. He retired in 2016 after 35 years of service.

Since retiring, he has consulted in Defense, Intelligence and Cyber, Energy, and Health Care. He currently serves as the Chair of the Australian Naval Shipbuilding Expert Advisory Panel, is an Outside Director for CSA, Saildrone, Black Sea and MIND Technologies, is Chair of the Inova Fair Oaks Hospital Safety and Quality Board, and is the President of the Naval Submarine League.

Kathryn Paik

Deputy Director and Senior Fellow, Australia Chair, Center for Strategic and International Studies

Kathryn Paik is a deputy director and senior fellow with the Australia Chair at the Center for Strategic and International Studies (CSIS). Prior to joining CSIS, Paik served in the United States Marine Corps for over 23 years, most recently as the director for Southeast Asia and the Pacific on the National Security Council (NSC) (2021–2023), where she spearheaded numerous initiatives for the administration, including the creation of the first U.S. Pacific Partnership Strategy and the initial U.S.-Pacific Islands Forum Summit. Prior to her time at the NSC, Paik held a variety of positions as a Northeast Asia and Southeast Asia foreign area officer, including serving as the marine attaché to Indonesia for three years and as a CH-46E combat helicopter pilot, during which she deployed to Iraq and throughout the Indo-Pacific. Paik has a master's in national security affairs from the Naval Postgraduate School and a bachelor of science in systems engineering from the Naval Academy. She speaks Mandarin and Indonesian.



Frederick J. Stefany

Direct Reporting Program Manager, Maritime Industrial Base Program



Frederick J. “Jay” Stefany is the Direct Reporting Program Manager (DPRM) for the Maritime Industrial Base Program (MIB), a role he assumed on September 6, 2024. Stefany leads efforts to revitalize America’s shipbuilding and repair capabilities, advancing naval power through the largest Department of Defense industry revitalization plan since World War II. Collaborating with the Maritime Industrial Base Executive Oversight Council (EOC), co-chaired by senior Navy officials, he oversees a major acquisition category (ACAT I) equivalent program focused on seven key areas: Supplier Development, Shipyard Infrastructure, Strategic Outsourcing, Workforce Development, Manufacturing Technology, Government Oversight, and International & Interagency Outreach.

From 2019 to 2024, Stefany served as Principal Civilian Deputy to the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RDA), managing policy and programs for Navy and Marine Corps research, acquisition, and sustainment across shipbuilding, aviation, space, and weapon systems. He managed over 100,000 personnel and a \$50 billion budget while leading the Senior Executive Acquisition Corps. From 2021 to 2023, he also served as Acting ASN RDA or PTDO ASN RDA, supervising acquisition efforts involving more than 55,000 professionals and an annual budget exceeding \$150 billion.

Stefany was Deputy Assistant Secretary of the Navy for Ship Programs (2018–2019), leading naval shipbuilding programs, major conversions, and the modernization of in-service ships. Earlier, as Executive Director of the Amphibious, Auxiliary, and Sealift Office, Program Executive Office, Ships, he managed shipbuilding programs such as LHA 6, LPD 17, EPF, ESB, and T-AKE, along with ship-to-shore connectors, research ships, and vessels for Foreign Military Sales.

Stefany joined the Senior Executive Service in 2012 and has dedicated over 37 distinguished years to civil service. He has held key leadership roles in the LPD 17 Class Amphibious Transport Dock ship program, overseeing delivery of six San Antonio Class ships and starting construction on four additional hulls. Other roles included Director of Naval and Commercial Construction and Project Engineer for LHD and LSD ship programs, delivering LHD 1–6 and LSD 52 to the Fleet.

Stefany earned a Bachelor of Science degree in Mechanical Engineering from Lehigh University, a Master of Science in Management from the Florida Institute of Technology and a degree from the Defense Systems Management College’s Advanced Program Management Course. He has received many recognitions including the Rear Admiral Wayne E. Meyer Memorial Award, Presidential Rank Award for Meritorious Service, Navy Civilian Meritorious Service Award, and two Navy Civilian Superior Service Awards over the course of his esteemed career.

Kiley Wren

Co-Founder and Chief Executive, BlueForge Alliance



Kiley Wren is Co-Founder and Chief Executive of BlueForge Alliance, a national non-profit whose mission is to reinvigorate the U.S. defense industrial base necessary to produce next-generation capabilities in partnership with the U.S. Navy and DoD.

He has over 25 years of leadership in research, technology development, and engineering as an executive, business leader, R&D program manager, research engineer, NASA scientist, and business development consultant.

Prior to BlueForge, he was a member of the leadership team at the Texas A&M Engineering Experiment Station (TEES) as Executive Director of the Office of Applied Programs. There he led program development and execution, business growth, and strategic partnerships with government and industry. There he was also Co-Founder of the SecureAmerica Institute, a national network of over 125 industry, academic, and government partners serving the U.S. manufacturing and industrial base with a \$50M+ portfolio of research and workforce initiatives developed in less than 2 years.

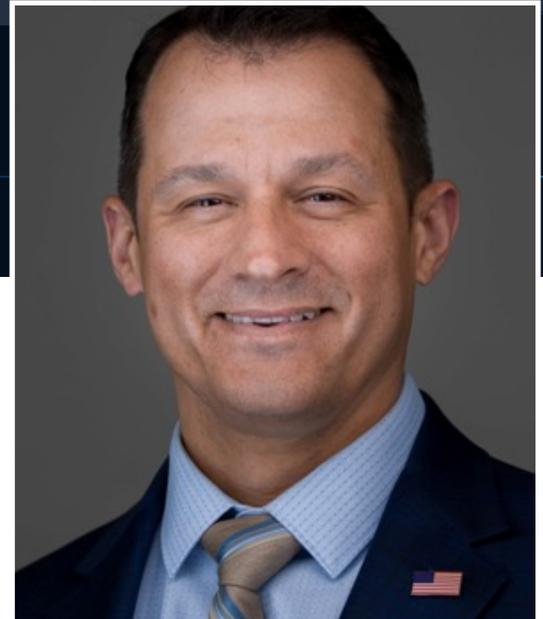
Prior to A&M, he was part of senior leadership at KBRwyle, where he led systems engineering and integration, research program management, and business development efforts. There he was a principal in co-developing and operating a \$160M/year agency-wide NASA R&D program, along with several agency-wide innovation and technology development programs. He also led business development efforts with private industry, NASA, DOD, and other federal agencies, including lead roles in capturing and executing over \$2B of federal awards.

Prior to KBRwyle, Wren was with Lockheed Martin Space Operations where he held various senior science and technology leadership positions. There he co-authored a NASA R&D strategy and roadmap to reduce the human risks of spaceflight in concert with review by the National Academies, led research teams, worked in mission control, and trained astronauts. Prior to joining Lockheed, he was General Manager and Director of Operations at Control Specialties, Inc., a manufacturer of valves and industrial control systems.

He and his teams have produced over 100 papers and presentations in journals and conference proceedings, and five NASA special technical publications.

Kristopher Rick

Training and Partnership Lead, Veterans' Employment and Training Service, U.S. Department of Labor



Kristopher Rick serves with the Department of Labor (DOL), Veterans' Employment and Training Service (VETS) Office of Strategic Outreach. Rick formally joined VETS in Jun 2022 after retiring as an Army Command Sergeant Major with over 30yrs of service. Prior to his retirement he served for 3yrs as the DOD Senior Military Fellow at the U.S. Department of Labor. As the Senior Military Fellow, Rick served as principal advisor to the Assistant Secretary of Labor and VETS Executives on behalf of Senior Enlisted Advisor to the Chairman Joint Chiefs of Staff and Service Senior Enlisted Leaders regarding employment policies and programs impacting Department of Defense and U.S. Coast Guard Service Members and Military Spouses. Rick currently leads DOL VETS support to the National Defense Industrial Strategy workforce development ensuring that separating service members, veterans and military spouses can reach their full potential in the critical national security related Defense Industrial Base roles.

Prior to becoming a Senior Fellow, Rick served in various roles as a Combat Medic in assignments throughout the Army that ranged from tactical and operational combat health support delivery to strategic health service and force health protection planning. He has been assigned to many storied units throughout the Army, most notably as a paratrooper in the 82nd Airborne Division, 501st Parachute Infantry Regiment, 4-2 Stryker Brigade Combat Team, and the 44th Medical Brigade. In these roles he participated in several combat deployments to Afghanistan and Iraq.

His education and honors include Master of Health Sciences, Public Health; Bachelor of Health Sciences, Healthcare Administration; Strategic Leadership Certificate Program resulting in U.S. Army Strategist Designation and Joint Special Operation Forces Senior Enlisted Academy. He has received many military awards and decorations over his career including two Legion's of Merit, two Bronze Star Medals, Department of State Meritorious Honor Award, Expert Field and Combat Medical Badges, and Senior Parachutist Badge. He is also a Member of the Order of Military Medical Merit.

He has been supported throughout his career by his wife and military spouse of 25 years, Danelle Giordano, formerly an Air Force Military brat; His daughter, Faith, who is starting a career in national security; His son, Noah, who is headed off to VMI. All together they represent the resilience and service that military families consistently show in support of our nations service members.

Katherine Kuzminski

Deputy Director of Studies; Director, Military, Veterans, and Society Program, Center for New American Security



Katherine L. Kuzminski (formerly Kidder) is the Deputy Director of Studies, and the Director of the Military, Veterans, and Society (MVS) Program at CNAS. Her research specializations include Department of Defense institutional and organizational design and management; military recruitment, retention, and talent management policy; veteran and military family issues; and civil-military relations.

Kuzminski returns to CNAS from the RAND Corporation, where she was a political scientist researching military personnel policy. During her time at RAND, she led research teams examining officer personnel management, reserve component transition issues, senior officer selection and development, military culture, and ground force capability development.

From 2013 to 2017, Kuzminski served as a Research Associate, Bacevich Fellow, and Fellow for the CNAS MVS Program. In her previous time at CNAS, she led the CNAS Women in National Security research portfolio and the Rebuilding the Bipartisan Defense Consensus Project and contributed to the development of the Veteran's Data Project.

Kuzminski has testified before the congressionally mandated National Commission on Military, National, and Public Service. Her research and analysis have been featured on NPR, BBC, Federal News Radio, NBC Nightly News, *The Washington Post*, and *Politico*. She is completing her PhD in security studies from Kansas State University, where she earned her BS in military history and an MA in security studies.

Stephen J. Mariano, Ph.D.

Provost, U.S. Naval War College

Provost Stephen Mariano, Ph.D. most recently served as the deputy commandant and dean of the NATO Defense College in Rome, Italy. He also served on the faculties of the School of International Service at American University, National Defense University, the Royal Military College of Canada and the U.S. Military Academy. He holds a B.A. in mathematics and economics from the University of California, Santa Barbara, an M.A. in national security affairs from the Naval Postgraduate School, and a Ph.D. in war studies from the Royal Military College of Canada.



CAPT George E. Lang, Jr., USN (Ret.)

President and Chief Executive Officer, Naval War College Foundation



George Lang is a 1987 graduate of SUNY Maritime College at Fort Schuyler, where he earned a Bachelor of Science degree in Electrical Engineering, a USCG Merchant Marine Third Mate's License, and a commission in the United States Navy through the NROTC Scholarship Program. During his 32-year career in the Navy, George served successfully in challenging leadership positions throughout the fleet. At sea, he commanded USS Carr (FFG 52) from April 2006 to October 2007, completing overseas deployments to the Gulf of Guinea, Mediterranean Sea, and Arabian Gulf. Following his command tour, he served for nearly six years from November 2007 to July 2013 on the staff of Commander, Carrier Strike Group Twelve, Enterprise and Theodore Roosevelt Carrier Strike Groups, as Assistant Chief of Staff for Operations and Plans (N3/N5) and as Chief of Staff, completing overseas deployments in 2011 and 2012, including the 25th and final combat deployment of USS Enterprise (CVN 65) to the European and Central Command areas of responsibility.

George's initial afloat tour was aboard USS Bainbridge (CGN 25) as CICO and FCO. As a department head, he reported to PCU Laboon as a plank-owner and served for four and one-half years in USS Laboon (DDG 58) as WEPS and CSO, and performed duties as TAO during Operation Desert Strike, where Laboon distinguished herself as the first Arleigh Burke-class destroyer to fire weapons in anger. As Executive Officer, he served aboard USS Oscar Austin (DDG 79), the first Aegis DDG 51 FLT IIA, when Oscar Austin was awarded its first Battle Efficiency (Battle "E") Award for sustained superior performance.

Ashore, George served as Deputy Superintendent and Chief of Staff of the U.S. Naval Academy in Annapolis, Md; Vice President and Chief of Staff of the Naval War College in Newport, R.I.; and Current Operations Officer on the staff of Commander, 2nd Fleet/Striking Fleet Atlantic, STWO/SUW Officer on the staff of Commander, Naval Surface Force, U.S. Atlantic Fleet, and TAO Instructor and FWC/SWC Course Curriculum Model Manager at Fleet Combat Training Center in Tidewater, Virginia. George also earned a Master of Arts degree in Computer Resources and Information Management from Webster University in St. Louis, Mo., and completed Joint Professional Military Education at the Army Command and General Staff College in Fort Leavenworth, Kan. and the Joint Forces Staff College in Norfolk, Va.

Following his retirement from active duty Naval service, George assumed duties as Chief Executive Officer of the Naval War College Foundation in Newport, R.I. in April 2019.



About the **Center for Maritime Strategy**

The Center for Maritime Strategy (CMS) is a non-profit, non-partisan think tank and research institution dedicated to studying maritime issues and their context within wider American national security policy. Through its research and analysis, external outreach, publications, and high-level events, CMS engages key stakeholders across government, academia, and industry.

Our mission is to strengthen American national security through its sea services, conducting policy-driven research, advocacy, and education on the relationship between maritime power and national security policy.

Founded in January 2022, the Center supports all of the Nation's sea services, including the Navy, Marine Corps, Coast Guard, and Merchant Marine, through conducting scholarly research and analysis to drive prudent national security policies. Its inception came in response to several key national security challenges that demand revitalized maritime power:

1. The re-emergence of strategic competition with China and Russia.
2. The decline of the American maritime industrial base.
3. The expense and complexity of maritime platforms and systems which necessitates judicious foresight and long-term force planning.
4. Ever-increasing globalization driven by maritime highways and expanding sea-based infrastructure.
5. The difficulty of achieving political consensus on Capitol Hill in an era of heightened partisan polarization.

Learn more about the
Center for Maritime Strategy



About the **Naval War College Foundation**

The Naval War College Foundation was created in 1969 by forward-looking, community-minded, philanthropic individuals whose goals were to enhance and enrich the educational excellence and experience of the U.S. Naval War College (USNWC). Strengthened by our very patriotic and generous members, the Foundation continues to support the advancement of USNWC priorities, including research and scholarship, curriculum and instruction, endowed chairs, capital improvements, faculty and student academic achievement awards, conferences and symposia, and regional international studies.

Learn more about the
Naval War College Foundation

