

Michael A. Heaphy, Jr.

Michael A. Heaphy, Jr. is the Director of the Defense Standardization Program Office (DSPO). This office serves as the Secretary's Executive Agent for the Defense Standardization Program. In this capacity Michael is responsible for policies and procedures governing development and use of Military Specifications and Standards, Qualified Products and Manufacturers Lists, use of industry standards, development of performance specifications and Commercial Item Descriptions. He also oversees the Government Industry Data Exchange Program (GIDEP) and DoD activities to mitigate the impact of diminishing manufacturing sources. Prior to taking on the role of Director, Michael was the Deputy Director for DSPO, working with the Departmental Standardization Officers to guide implementation of DSP policy and procedures throughout the Department.

Prior to joining the DSPO, Michael supported the Defense Modeling and Simulation Coordination Office (DMSCO), the Lead Standardization Activity for Modeling and Simulation Standards and Methodologies (MSSM) standardization area. In this role, he managed military standards and DoD adoption of non-government standards for defense models and simulations; and represented DMSCO in the Joint Enterprise Standards Committee (JESC), and facilitated the JESC M&S Technical Working Group. He also served on the Standards Activity Committee of the Simulation Interoperability Standards Organization, an IEEE recognized committee for development of Computer / Simulation Interoperability (C/SI) Standards.

Before 2011, Mr. Heaphy was a submarine warfare officer in the United States Navy, where he conducted operations and maintenance on Navy warships, and exercise control for Strike Group training and certification dependent on interoperability between coalition forces. He continues to serve in the Navy Reserve, and deployed to Navy Central Command and Fifth Fleet HQ in 2019.

Mr. Heaphy holds a Bachelor of Science in Systems Engineering from the United States Naval Academy, and a Masters of Engineering Management from Old Dominion University. He serves on the National Policy Committee of the American National Standards Institute (ANSI) and the Aerospace Council of SAE International; and is the Department of Defense Representative on the Interagency Committee on Standards Policy.



Ms. Stephanie L. Possehl
Director for Engineering Policy and Systems
Office of the Under Secretary of Defense for Research and Engineering

Ms. Stephanie Possehl is the Director of Engineering Policy and Systems within the Office of the Under Secretary of Defense for Research and Engineering. She is responsible for providing the foundation for Department of Defense (DoD) systems engineering methods. She develops engineering and test and evaluation policy, guidance, standards, and workforce competencies that propagate best practices across the Department. In addition, she forms and leads communities of engineers from across DoD to evolve and advance engineering techniques in such specialty areas as digital engineering, reliability and maintainability, modeling and simulation, software, manufacturing and quality, human systems integration, and modular open systems approach.

Before this assignment, Ms. Possehl supported the Missile Defense Agency (MDA) in positions including Deputy Program Manager for Aegis Ballistic Missile Defense (BMD) Weapons Systems and Program Manager for the Sea-Based Terminal program. She oversaw all aspects of technical, financial, and acquisition efforts for ACAT I-equivalent programs that developed, delivered, and sustained critical BMD capability for the U.S. Navy. She also served as the acting Deputy Program Executive, sharing responsibility for leading the Aegis BMD portfolio of programs totaling approximately \$2 billion per year.

Ms. Possehl has more than 25 years of Federal service with DoD. Before joining MDA, she taught senior-level program management and systems engineering courses at the Defense Acquisition University. Her previous engineering and project management assignments were in support of the U.S. Navy STANDARD Missile Program Office and at the Naval Surface Warfare Center/Dahlgren Division. She began her career as a contractor, providing engineering support to DoD programs.

Ms. Possehl holds a bachelor of science in mechanical engineering and a master of science in technology management, both from the University of Maryland. She is a member of the Acquisition Professional Community and is DAWIA Level 3 certified in Program Management and Engineering. She received the MDA Medal for Exceptional Civilian Service (2020), Navy Superior Civilian Service Award (2018), and Navy Meritorious Civilian Service Award (2015).





U.S. Army Materiel Command

Nathan “Nate” Godwin, SES Principal Deputy to the DCS, G-3



Mr. Nathan A. (Nate) Godwin was assigned as the Principal Deputy G-3, U.S. Army Materiel Command, Redstone Arsenal, Alabama in Jan 2017. Serving as the Principal Deputy G-3 for Operations for the US Army Materiel Command, a Joint-focused, full-spectrum operational command, built upon a framework of innovation and collaboration, enabling our forces to meet tomorrow's challenges. Provides program guidance to subordinates and to Army Materiel Command subordinate activities in mission areas to include: Strategic Planning, concept development; provides integrated planning and execution of logistics requirements that enable efficient and effective execution of AMC's global Warfighter support missions. Ensures strategic planning and operations of subordinate activities are in synchronization with the AMC strategy and policies. Interfaces with HQ DA G 3/5/7, G4, ASA(ALT), and others to ensure AMC

interests and messages are well articulated and properly framed within Army Strategic documents and policies.

Subordinate organizations include U.S. Army JM&L Life Cycle Management Command, Joint Munitions Command, Chemical Materials Agency, Sustainment Command, TACOM Life Cycle Management Command, CECOM Life Cycle Management Command, AMCOM Life Cycle Management Command, Military Surface Deployment and Distribution Command (SDDC), Research, Development & Engineering Command, Saudi Arabian National Guard Modernization Program, Army Contracting Command and Security, Assistance Command.

His previous assignments include Director of Current Operations G-3/4 for the U.S. Army Materiel Command, Redstone Arsenal, Alabama and Assistant Deputy Chief of Staff, G-3/5/7, U.S. Army Forces Command, Fort McPherson, Georgia.

He is a retired Army Infantry Officer and a graduate of the United States Military Academy, West Point.



Joan L. Johnson



Deputy Assistant Secretary of the Navy Research, Development, Test, and Engineering

Ms. Joan Johnson serves as the Deputy Assistant Secretary of the Navy for Research, Development, Test and Engineering (DASN (RDT&E)) under the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN (RD&A)). Ms. Johnson is responsible for executive oversight of all matters related to RDT&E Budget Activities, Science and Engineering, Advanced Research and Development, Prototyping and Experimentation, and Test and Evaluation. She is also responsible for oversight and stewardship of the Department of Navy Research and Development Establishment, which includes the naval laboratories, warfare centers and university affiliated research centers.

Formerly the Executive Director of the Naval Air Warfare Center Weapons Division (NAWCWD), she was responsible for research, development, acquisition support, test, evaluation, and in-service engineering for the total weapon system. Ms. Johnson directed a civilian workforce of more than 6,000 professionals.

Ms. Johnson began her career in industry as a software / systems engineer, researching, developing and integrating software and systems solutions for airborne avionics and Electronic Warfare systems. She also served as Engineering Program Manager and Software Engineering Department Manager for teams developing Electronic Warfare suites for the U.S. Navy, Army and Air Force.

Ms. Johnson entered government service in February 2000 at NAWCWD China Lake. Soon, she was promoted to the position of Weapon System Support Activity Lead for the AH-1 Super Cobra attack helicopter program, where she was responsible for execution of full lifecycle support for the AH-1 Super Cobra mission systems and weapon systems. In December 2003, Ms. Johnson was promoted to head of the Systems Engineering Management Division, providing supervision and leadership to product team leads, chief engineers, and senior engineers supporting weapon systems acquisition, development, and sustainment for naval aviation.

Ms. Johnson entered the Senior Executive Service in August 2008, as Director of Software Engineering for the Naval Air Systems Command (NAVAIR) and Head of the Systems Engineering Department at NAWCWD. In 2013, she became Director of the Weapons and Energetics Department for NAVAIR and served in that position until January 2016, when she assumed the executive leadership of NAWCWD.

Ms. Johnson earned her Bachelor of Science in Chemical Engineering from the University of Virginia. In 2007, she was a recipient of the Naval Air Warfare Center Weapons Division Michelson Laboratory Award for significant contributions to Naval and Marine Aviation. She received the Navy Meritorious Civilian Service Award in 2011 and the Naval Air Warfare Center Weapons Division Dr. L.T.E. Thompson Award in 2013. Johnson has been a member of the Acquisition Professional Community since 2002.

Updated October 2020



BIOGRAPHY



UNITED STATES AIR FORCE

KRISTEN J. BALDWIN

Kristen J. Baldwin, a member of the Senior Executive Service, is Deputy Assistant Secretary of the Air Force for Science, Technology and Engineering, Office of the Assistant Secretary of the Air Force (Acquisition, Technology and Logistics), the Pentagon, Washington, D.C. Ms. Baldwin provides guidance, advocacy, and policy for the Air Force's annual \$2.6 billion science and technology program and \$1 billion developmental prototyping and experimentation program, conducted at 40 research sites worldwide. She provides engineering and technical management direction on digital engineering, cyber resilient weapons, corrosion control, capability development planning, and the functional management of more than 14,000 military and civilian scientists and engineers. In addition, she is responsible for providing technical advice and counsel to the Air Force Acquisition Executive on a broad range of engineering and technical management areas. As part of this role, she oversees the Air Force's international science and technology outreach via various bi-lateral and multi-lateral engagement fora, including the NATO Science and Technology Organization and the NATO Air Force Armaments Group.



Before this appointment, Ms. Baldwin served as the Deputy Director for Strategic Technology Protection and Exploitation within the Office of the Under Secretary of Defense for Research and Engineering. She was the Department of Defense (DoD) lead for maintaining technology advantage by mitigating exploitation and vulnerabilities of critical missions, programs, technologies, and the industrial base. Ms. Baldwin oversaw program protection policy and related hardware and software assurance, anti-tamper, and critical technical information protection practices.

A member of the Senior Executive Service since 2007, Ms. Baldwin has also served as Acting Deputy Assistant Secretary of Defense for Systems Engineering; and Deputy Director, Software Engineering and System Assurance. Before joining the Office of the Secretary of Defense, Ms. Baldwin served as a science and technology advisor in the Army's Office of the Deputy Chief of Staff for Operations and Plans. She began her career at the U.S. Army's Armament Research, Development, and Engineering Center, Picatinny Arsenal.

Ms. Baldwin is a recipient of the Meritorious Presidential Rank award in recognition of exemplary service, and the National Defense Industrial Association Lt Gen Thomas R. Ferguson, Jr., Systems Engineering Excellence Award. She holds a Bachelor of Science in Mechanical Engineering from Virginia Tech and a Master of Systems Management from the Florida Institute of Technology.

Timothy P. Koczanski
Program Analyst
Defense Standardization
Program Office

Mr. Koczanski is a program analyst with the Defense Standardization Program Office (DSPO) where he serves as the program manager for the DoD Qualification Program and Non-Government Standards Program.

The DSPO is responsible for developing DoD policies and procedures governing the DSP in execution of its mission to promote interoperability, reduce total ownership costs, and sustain readiness. This includes policies and procedures for governing development and use of Military Specifications and Standards, Qualified Products and Manufacturers Lists, use of industry standards, development of performance specifications and Commercial Item Descriptions.

As program manager, he is responsible for providing policy, guidance, and program oversight for programs under his purview and is responsible for DSP outreach activities those areas. Mr. Koczanski is an active member and participates on various ANSI advisory committees including: Executive Standards Council (ExSC), and Certification Accreditation Program Advisory Committee (CAPAC). Mr. Koczanski also serves on PRI's Qualified Products Management Council (QPMC), and NIST's Conformity Assessment Working Group (CAWG).

Biography, Jim Stein

Mr. Stein holds a BS in Systems Engineering from the University of Virginia.

He began his career in 1984 with the Naval Air Systems Command Headquarters in Arlington, VA, where he held positions in logistics, engineering, program management and staff.

Mr. Stein joined the Secretary of the Navy's Acquisition Reform Office in 1998 working on various Total Ownership Cost Reduction initiatives, representing the Navy on the joint service Program Manager Oversight of Life Cycle Support committee.

In 2000, Mr. Stein joined the Government Industry Data Exchange Program (GIDEP) as the Deputy Program Manager. He has served as the GIDEP Program Manager since 2003. In 2009 this program was transferred from the Office of the Assistant Secretary of the Navy for Research, Development and Acquisition (Acquisition Management) to the Defense Standardization Program Office (DSPO) within the Assistant Secretary of Defense (Research and Engineering). Mr. Stein also serves as the counterfeit parts prevention action officer within R&E/Systems Engineering.

Mr. Stein is a graduate of the Defense Systems Management College Program Managers Course and the NAVAIR Senior Executive Management Development Program. He is level 3 certified Acquisition Professional in Program Management.

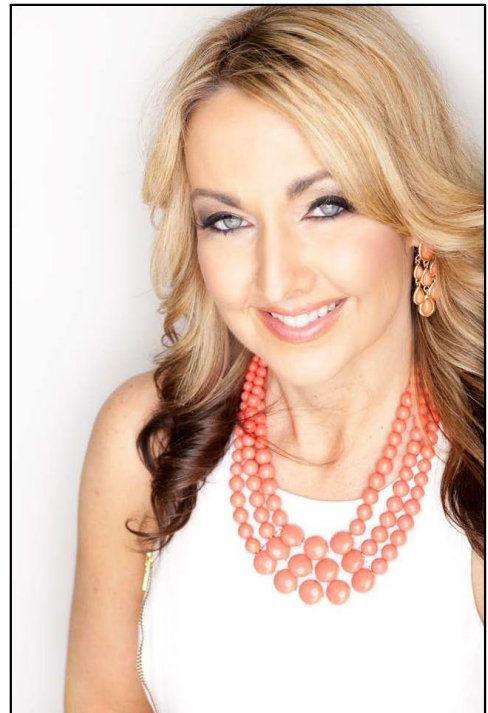
Ms. Robin Brown is the DMSMS and Parts Management Program Manager for the Office of the Secretary of Defense.

Prior to joining the Defense Standardization Program Office (DSPO), Ms. Brown was the NAVAIR DMSMS Lead and established a core centralized Team for NAVAIR which won the DoD DMSMS Team of the Year in 2014 and 2015 and helped NAVAIR avoid spending over \$1 billion dollars by managing DMSMS proactively.

While at NAVAIR for 15 years, she provided DMSMS support to all NAVAIR Program Offices, served as co-chair of the DoN DMSMS Working Group, and was awarded the Navy Meritorious Civilian Service Award.

She also participated as an active member of DoD DMSMS Working Group for which she won the DoD DMSMS Individual Achievement Award in 2013.

She continues to empower the Services to succeed by being their Champion in DMSMS and Parts Management.



Rob Trabucchi

Head, Policy Section, NATO Standardization Office
trabucchi.robert@nso.nato.int, +32-2-707-4279

SUMMARY

- 11+ years with HQ NATO: 7 as a civilian; 4+ as an IMS Policy Officer
- Previous NATO experience: NATO Defense College; KFOR; SFOR
- 10+ years US Army Strategist: plans & policy experience
- 10+ years US Army Intel Officer: inter-agency & multi-national experience
- Service in Europe, East and Southwest Asia, Central America
- Practical experience in multinational military cooperation since 1991
- Practical experience in civil-military cooperation since 1994

EXPERIENCE

NATO Standardization Office

- Head, Policy Section 07/2016 – Present
- Policy Coordinator 07/2014 – 06/2016

NATO Standardization Agency

- Policy Coordinator 09/2013 – 06/2014

NATO International Military Staff

- Senior Policy Officer, Strategic Issues Team 02/2011 – 09/2013
- Strategy, Policy & Concepts Planner 02/2009 – 02/2011

Headquarters, US Army, Korea (Combined Forces Command / UN Command)

- Director, Plans & Policy Division 07/2007 – 07/2008
- Chief, Plans Branch 06/2006 – 07/2007

HQ, Combined Forces Land Component, USCENTCOM

- Plans Team Leader 10/2003 – 06/2005

Intelligence Support Activity, USEUCOM

- Chief, Operations 04/2000 – 07/2001
- Company Commander 03/1999 – 03/2000

Joint Task Force Fervent Archer, Sarajevo

- Director, Intelligence Fusion Center 10/1998 – 03/1999

Headquarters, US 5TH Corps, Germany

- Head, Intelligence Collection Management Branch 08/1997 – 09/1998
- Head, Intelligence Requirements Section 08/1996 – 08/1997

Various US Army tactical units & schools

- Intelligence Officer 08/1990 – 08/1996

EDUCATION

NATO Defense College: Senior Officers' Course – 2009

US Army War College: Defense Strategy Course – 2007

Master of Military Art & Science, US Army School of Advanced Military Studies – 2006

German Armed Forces Staff College: Joint Admiral/General Staff Officers' Course – 2003

Bachelor of Arts, Political Science, Kenyon College – 1990



n.miriounis@hndgs.mil.gr

Since 2004, Cdr Nikolaos Myriounis is the Standardization Manager of the Hellenic National Defence General Staff/ Defence Planning and Programming Directorate (HNDGS/DPPD). He is the Hellenic Representative to NATO Standardization Management Group (SMG) and the Hellenic Deputy Representative to the NATO Committee for Standardization (CS).

At national level, he is responsible for NATO Standardization Management and the formulation of Interoperability Requirements in the Defence Planning Process. He is the custodian of the Hellenic Armed Forces Interoperability Strategy and Guidance, the GRC MoD Defence Standardization Ministerial Guidance, the Hellenic Armed Forces Standardization Education and Training Program and the Hellenic Armed Forces Terminology Regulation. In 2013 he designed, led and successfully executed the “Hellenic Armed Forces Standardization Year”, receiving the GRC CHOD’s honorable commendation.

In 2015, Cdr Nikolaos Myriounis led a Drafting Team in charge for the development of the NATO Policy for Standardization agreed by the NAC in 2016. In 2017 he led the custodial team in charge for the development of the NATO Strategy for Enhancing Standardization, approved by the CS in August 2018. In his capacity as an experienced defence planner, he is actively participating in the review of the Top-Down Standardization Approach (AAP-52).

In 2016, he was the co-custodian of the Action Plan on Strengthening Education and Training on NATO Standardization, agreed by the CS in January 2017. Since then he performs the duties of the Course Director to the NATO Standardization training modules “Drafting, Production and Maintenance of NATO Standards” and “NATO Use of Civil Standards” conducted at NMIOTC. He is also a visitor speaker to the Master Course “Standardization within NATO” conducted in Warsaw, providing lectures on the implementation of the NATO Policy for Standardization. In January 2019, he was appointed as the 1st Chairman of the NATO SMG/Education Panel (SMG/EP).

He served for 12 years in the Hellenic Fleet (Frigates Class Elli) as Weapons Engineering Officer and Fire Control Supervisor. During this period he participated in NATO Operations “Desert Storm”, “Active Endeavour” and “Enduring Freedom” where he was awarded with medals by NATO, UN, Saudi Arabia and Kuwait.

Colonel Kathy M. Brown



COL Kathy Brown, a native of Decatur, Georgia, was commissioned as a Transportation Officer from the United States Military Academy at West Point. Upon completion of the officer basic course, Kathy was assigned to 330th Movement Control Battalion at Fort Bragg, North Carolina as the Executive Officer for the Headquarters Company. She also served as a Platoon Leader within the 126th Transportation Company, (Palletized Loading System) and as the 483rd Detachment Commander, 7th Transportation Battalion.

After completing the Combined Logistics Career Course, Kathy completed 29 months in the Republic of South Korea with the 19th Theater Support Command as the S-3 Plans Officer, 25th Transportation Battalion; and as a Company Commander within the 34th Support Group. Following her tour in Korea, she served as Facilities Plans and Operations Officer for the Defense Language Institute Foreign Language Center where she managed over 100K square feet of Military Construction Projects. She subsequently transitioned into the Acquisition Corps and began her first acquisition assignment at Picatinny Arsenal, New Jersey.

Assigned to the Armaments Research and Development Command as the Systems Technology Manager, Kathy supported the Military Police and Engineering schools, merging Science and Technology efforts with current TRADOC requirements. Her next assignment was in Program Manager Close Combat Systems as the Assistant Project Manager (APM) responsible for the cost, schedule and performance of Joint Non-Lethal Programs. After relocating to Fort Belvoir, VA where she served as APM for Product Manager Clothing and Individual Equipment. During her tour, she was responsible for the cost, schedule, and performance of multiple ACAT III programs worth over \$850M annually. She also deployed in support of Operation Enduring Freedom to lead Rapid Fielding Initiatives for operations in Kuwait and Iraq. She culminated her tour in Program Executive Office (PEO) Soldier as the Executive Officer to the PEO. She subsequently received an assignment to Aberdeen Proving Ground as a Contracting Management Officer with Army Contracting Command supporting PEO Communications, Command, Control, and Tactical. Reassigned to the Pentagon, Kathy served as the Department of the Army Systems Coordinator for the Warfighter Information Networks –Tactical Increments 2 and 3, both ACAT ID Programs. She deployed from the Pentagon to Kuwait in support of Operation Enduring Freedom as the Deputy Director for Forward Operations. Kathy concluded her assignment at the Pentagon as the Executive Officer to the ASA(ALT) Deputy Assistant Secretary of the Army for Programs, Plans, and Resources. Kathy then assumed a three-year tour as Product Manager Soldier Protective Equipment, the Army's Body Armor portfolio and the Lead Service Activity within the Department of Defense. As a Product Manager, she led the acquisition, procurement and modernization efforts for the next generation of body armor.

COL Brown most recently served in the Office of the Under Secretary of Defense (Acquisition and Sustainment), International Cooperation Directorate. As Country Director for Canada, South Korea, and Latin America, she led Army efforts to advance the development and implementation of international cooperative programs and defense exportability to foster collaboration with U.S. allies on research, development, production and support of weapons systems and related equipment.

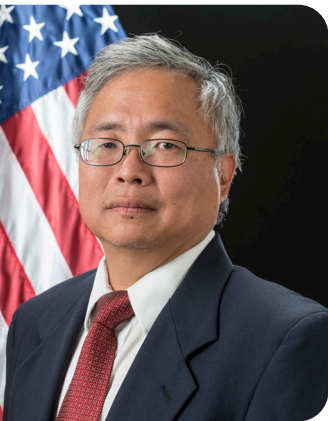
COL Brown's military education includes completion of the Defense Systems Management Course, Infantry Pre-Command Course, Defense Acquisition Program Manager's Course and Air Assault School. She holds a Master of Arts Degree in Human Resource Development from Webster University, Master of Business Administration from Temple University, and a Masters in National Security and Resource Policy from the National Defense University. She is also a certified Project Management Professional (PMP).

Her awards and decorations include the Army Meritorious Service Medal (four oak leaf clusters), Joint Service Commendation Medal, Army Commendation Medal (three oak leaf clusters), Army Achievement Medal (two oak leaf clusters), National Defense Service Medal, Iraqi Campaign Medal, Global War on Terrorism Service Medal, Korean Defense Service Medal, Army Service Ribbon, and Overseas Service Ribbon.

COL Brown is married and has two children. She is also huge advocate for and participates in a range of charities for the study and support of Pediatric Oncology.



U.S. ARMY COMBAT CAPABILITIES DEVELOPMENT COMMAND SOLDIER CENTER



Mr. Melvin Jee Chief, Engineered Systems Division Soldier Sustainment Directorate

Melvin Jee is the Chief of the Engineered Systems Division of the Soldier Sustainment Directorate of the Combat Capabilities Development Command Soldier Center. He has been involved in the development and integration of Tactical Shelters since 1987 and has been leading this same team of engineers and technicians since 2004.

He led the development of the S-788 Lightweight Multipurpose Shelter for the High Mobility Multipurpose Wheeled Vehicle and oversaw efforts exploring the use of fiber reinforced plastic composites resulting in the development of an all fiber composite Two-Side Expandable ISO Shelter whose technology is being used to extend the useful life of shelters fielded by the US Army Medical Command.

He was awarded a patent for the Modular Shelter System and continues to develop and push concepts for improving the setup and teardown times of command posts such as flexible LED lighting for tents and inflatable antenna masts with embedded graphene antennae.

Prior to moving to working on Tactical Shelters, Mr. Jee worked in the Individual Protection Directorate for 4 years on laser and ballistic protection for the eyes and face using thermoplastic resins and dyes resulting in the initial fielding of ballistic eye protection which is now commonly worn by the warfighter. He is a graduate of Texas A&M University in Mechanical Engineering.

Sandy Picinic is an Area Manager of the Army Fuze Management Office Division at US ARMY Combat Capabilities Development Command (CCDC) Armaments Center. In this capacity, she serves as the AFSRB Executive Secretary, DOD FESWG as an Army Technical Advisor and NATO SG A Army Technical Advisor.

Ms. Picinic's civil service career began at Picatinny Arsenal in 2004 as a mechanical engineer in the System Safety Office where she spent approximately nine years executing jobs of increasing complexity. She continued her career with an assignment within Office of the Director of Technology (ODoT) which executes the Armaments Center Science & Technology Portfolio.

Ms. Picinic received a Bachelor of Engineering / Mechanical Engineering and Master of Engineering / Systems Engineering from Stevens Institute of Technology.

Anthony DiGiacomo is an Area Manager in the Army Fuze Management Office (AFMO) at US ARMY Combat Capabilities Development Command (CCDC) Armaments Center in Picatinny Arsenal, NJ. In this capacity his area of responsibilities include oversight of ammunition fuzing for tanks and hand grenades. He is also the custodian of several DOD FESWG documents including MIL-STD-331 and JOTP-050, Advisor to the AFSRB, AFMO representative on the Army Materiel Release Review Board and Chairman of NATO SG A (IST) on fuzing and initiation systems.

Mr. DiGiacomo's civil service career began at Picatinny Arsenal in 2005 as a mechanical engineer in the Fuze Division working on artillery and hand grenade fuzes as well as starting a project to standardize hand grenade fuzes before moving to the AFMO group. Prior to joining Picatinny Arsenal Mr. DiGiacomo spent 25 years in private industry working for various Aerospace and Defense companies on electromechanical actuation systems with increasing levels of responsibilities from project engineer, manager of engineering design, director of engineering and vice president of Motion Control Systems.

Mr. DiGiacomo received a Bachelor of Engineering in Mechanical Engineering from the City College of NY and Master's Degree in Technology Management from Stevens Institute of Technology in Hoboken, NJ.



BIOGRAPHY

**Farhad Choudhury, Program Manager/IPT Lead,
PMA-201 Aerial Refueling Program
NAVAL AIR SYSTEMS COMMAND, Lakehurst, NJ**

Farhad Choudhury was born in Dhaka, Bangladesh and immigrated to the United States in 1971. He graduated from the City University of New York with a B.S. in Mechanical Engineering in May 1986. He started working for Naval Air Systems Command (NAVAIR) at Lakehurst, New Jersey in September 1986.

For the first seven years, he worked as a project engineer in the propulsion division of aircraft ground support equipment and then worked in design and development of depot level aircraft structural repair equipment. From 1993 through 2007, he transferred to and worked in the Air Vehicle Engineering Department and in 1999 became the Class Desk (Lead Systems Engineer) for Navy's Aerial Refueling Program.

Farhad moved on to the program office at NAVAIR in PMA-201 in 2007 serving as the Deputy IPT Lead and since 2013, as the Program Manager/IPT Lead for Navy's Aerial Refueling Program. He manages a team of engineers, scientists and logisticians spread throughout CONUS at various NAVAIR sites and manages around \$20M in procurement, sustainment and development (APN, OM&N, OCO and R&D) funds. He is the 2018-2019 Chairman of the Air Refueling Systems Advisory Group (ARSAG) Joint Standardization Board (JSB) and also the Chair of ARSAG's Advanced Concepts Panel. In these two capacities, he works with representatives from the U.S. Air Force, TRANSCOM, MoD, Industry, NATO Air Forces and NATO's Air to Air Refueling Panel in the development of Air Refueling (AR) Guidance Documents and revision of AR related specifications. For NAVAIR, he works closely with the Pentagon Resource Sponsors at OPNAV N88, N80 and N83.

Farhad has been selected and inducted as a NAVAIR Associate Fellow. He is a graduate of DoD Executive Leadership Development Program. He is also the recipient of 2011 NAVAIR Commanders Award and 2008 and 2016 ARSAG International Awards. He is DAWIA Level III certified both in Systems Engineering and Program Management and a member of the Department of Navy's Acquisition Professional Community.



Louis A. Kratz

Vice President and Managing Director
Logistics & Sustainment
Lockheed Martin Corporation

Louis (Lou) Kratz is Vice President and Managing Director, Logistics & Sustainment for Lockheed Martin Corporation. In this capacity, he is responsible for coordinating Lockheed Martin's life cycle management, weapon system sustainment, and logistics efforts. Mr. Kratz leads Lockheed Martin's life cycle strategic planning, performance based logistics, logistics technology development, human capital development, and cross-corporate business initiatives.

Prior to coming to Lockheed Martin, Mr. Kratz served as the Assistant Deputy Under Secretary of Defense (Logistics Plans and Programs), within the Office of the Deputy Under Secretary of Defense (Logistics and Materiel Readiness) (1998-2005). He was responsible for guiding the DoD's logistics transformation to meet the operational requirements of the 21st Century. Mr. Kratz oversaw DoD's long-range logistics planning to meet the requirements of the Quadrennial Defense Review (QDR) and Joint Vision 2020. He led the core analytic team on supply chain logistics for the QDR and prepared DoD's inaugural Focused Logistics Roadmap. Mr. Kratz led DoD's implementation of Total Life Cycle Systems Management and Performance-Based Logistics, including acquisition logistics policy development, career development, and oversight of major weapon systems. Mr. Kratz was the Defense Standardization Executive, chair of the NATO Life Cycle Management Group, and co-chair of the Focused Logistics Functional Capabilities Board and the Joint Logistics Group. He participated in OSD milestone reviews on all major programs.

As Director of Life Cycle Integration at TASC (1980-1998), Mr. Kratz focused on weapon systems acquisition, acquisition reform and information resource management. Mr. Kratz led TASC's horizontal integration effort on weapon system support and directed TASC's support to the OSD Acquisition Reform Office and the FAA Acquisition Policy Office including policy development, metrics, cost/benefit analyses, and best practices assessments. Mr. Kratz directed detailed acquisition strategy analyses for numerous DoD weapon system programs.

Mr. Kratz graduated from Georgetown University with a B.A. in Economics and a M.A. in Economics, Public Finance. He has been recognized as the Inaugural Recipient of the Von Braun Award for Leadership (2005); Presidential Rank Award (2004); AIA Outstanding Achievement Award (2004) and the Distinguished Civilian Service Award (2001).

Updated: October 2020



Mr. Andrew Meighan, Chief of Product Assurance and DLA Enterprise Additive Manufacturing Lead, Defense Logistics Agency, Logistics Operations (J3)

Mr. Andrew Meighan is currently the Chief of Product Assurance for Technical, Quality Assurance and Engineering for DLA. He also holds the Role of the DLA Enterprise Lead for Advanced Manufacturing. Mr. Meighan has extensive Logistics Experience in both the Civilian and Military environments over 30 years. Mr. Meighan is a United States Air Force Veteran and worked as an F-15 Crew Chief. He has attended class at Harvard University and holds two Masters from two other universities. After completing his first MBA from Averett University he continued on to Villanova University to attend the second with a concentration in Government and Commercial Contracting. His extensive experience from a Fortune 50 Company led to him leading another business to offer an Initial Public Offering (IPO) and is now a publically traded company.

Mr. Meighan Started his time in Government in 2005 at the Defense Supply Center in Richmond and managed Acquisition, Supply Planners and Quality Assurance Specialist. Shortly after moving to the policy shop at the newly named DLA Aviation, Mr. Meighan then move to DLA HQ where he resides today.



S. JOE BHATIA

**President and Chief Executive Officer
American National Standards Institute (ANSI)**

S. Joe Bhatia began his tenure as president and chief executive officer of the American National Standards Institute (ANSI) on January 1, 2006.

Prior to joining ANSI, Mr. Bhatia held the position of executive vice president and chief operating officer of the international group at Underwriters Laboratories Inc. (UL). During his tenure with the organization, Mr. Bhatia assumed positions of progressive leadership in global business operations. His areas of responsibility included engineering, governmental and congressional liaisons, external affairs, follow-up (certification) services, and direction of UL's \$300+ million international operations.

Among his numerous leadership positions in domestic and global forums, Mr. Bhatia served two terms as president of the Pan American Standards Commission (COPANT), from 2013 to 2017, and previously served as COPANT vice president for four years. He also serves as vice chairman of the Industry Trade Advisory Committee on Standards and Technical Trade Barriers (ITAC 16), a joint program of the U.S. Department of Commerce and U.S. Trade Representative. He is a member of the Board of Directors of the Credential Engine, and a member of the International Organization for Standardization (ISO) Council and its Standing Committee on Strategies.

Mr. Bhatia has also served on the National Fire Protection Association (NFPA) Board of Directors and on the Oakton Community College Education Foundation Board. In addition to his numerous professional affiliations, he is a frequent lecturer in the U.S. and around the world on topics such as international trade, technical developments, commercial market access, and health, safety, and environmental concerns.

Mr. Bhatia holds a bachelor of science in electrical engineering and a master of science in business management. He and his wife, Punita, have two sons and two grandchildren.

ANSI is a not-for-profit membership organization that brings together organizations from both the private and public sectors dedicated to furthering U.S. and international voluntary consensus standards and conformity assessments. The Institute accredits national standards developing organizations and approves American National Standards. It is the sole U.S. representative to the International Organization for Standardization (ISO) and, via the U.S. National Committee, the International Electrotechnical Commission (IEC). ANSI is also a member of the International Accreditation Forum (IAF), the Pacific Area Standards Congress (PASC), and the Pan American Standards Commission (COPANT). In addition, the ANSI National Accreditation Board (ANAB), a wholly owned subsidiary, accredits programs that assess conformance to standards across a broad range of disciplines including management system, product, and personnel certification bodies; calibration and testing labs; forensic test and calibration service providers; inspection bodies; reference material producers; proficiency test providers; greenhouse gas validation and verification bodies; and certificate programs.

April 2019



Gregory Kilchenstein

Greg began his service with Office of the Secretary of Defense in 2005 and is currently the Director of Enterprise Maintenance Technology in the Office of the Deputy Assistant Secretary of Defense for Materiel Readiness. In this capacity, Greg is responsible for developing the policy and implementing programs that promote technology enablers which focus on sustaining materiel readiness at best cost. Specifically, Greg leads the CBM+ Action Group, the Commercial Technologies for Maintenance Activities (CTMA) program, the Joint Technology Exchange Group (JTEG), and the Additive Manufacturing for Maintenance Operations (AMMO) WG. Prior to joining OSD and while working for NAVSEA as a mine warfare simulation modeler, Greg completed his undergraduate work in aerospace engineering at the University of Maryland. After joining the Naval Air Systems Command in 1989, Greg was assigned as a propulsion engineer for the V-22, P-3, C-130, E-2/C-2 and had the privilege of witnessing the first flight of the V-22 in his first week with NAVAIR. Over the next 16 years with NAVAIR, Greg was the program manager for the T400 engine and Propellers Program, the Basic Design Engineer for T58 and T64 engines, the Propulsion and Power Systems Engineer for H-53, H-46, H-3 and the Presidential VH-3D, and the Propulsion and Power competency lead for vertical lift propulsion systems. Greg is married and he and his wife Stephanie have two daughters.





Ms. Kelly Visconti, P.E., PMP

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Kelly Visconti, P.E. is a chemical engineer and Senior Program Manager with PM2 Strategies currently supporting the U.S. Department of Defense Manufacturing Technologies Office. She facilitates the Joint Additive Manufacturing Working Group, a cross DoD collaboration focused on addressing common barriers to the use of additive manufacturing in support of our nation's defense. Prior to this she served for six years in the Advanced Manufacturing Office at the U.S. Department of Energy as a Technology Manager. She was the program manager for two multi-year, public private partnerships focused on research and development to save energy and increase U.S. manufacturing competitiveness. Ms. Visconti started her professional career with ten years of experiences in industry as an engineer and manager at The Linde Group, the world's largest industrial gas company.

Ms. Visconti is a 2017 recipient of the George Washington University's Arthur S. Flemming Award for Leadership and Management in recognition of her leadership in the effort to drive the investment of \$900 million into public-private partnerships under the Manufacturing USA initiative. She was selected and served as an American Association for the Advancement of Science (AAAS) Science and Technology Policy Fellow (2011-2012). She is a Project Management Professional (2017) and a licensed Professional Engineer (2006). Ms. Visconti received her M.S. in Civil and Environmental Engineering from Rutgers University (2005) and B.S. in Chemical Engineering from The Johns Hopkins University (2001).

Mark E. Rothgeb

Mr. Mark E. Rothgeb is a senior research engineer in the Systems & Emerging Capabilities Division at The Pennsylvania State University's Applied Research Laboratory (ARL/PSU). He is responsible for the design and implementation of multiple systems autonomy architectures used in both weapon systems and unmanned maritime vehicles. Recently, he has led a research team in development of cognitive autonomy systems for the Office of Naval Research (ONR) focused on next generation intelligent autonomy for long-duration (weeks to months) and highly adaptive Unmanned Underwater Vehicle (UUV) systems. His experience with autonomous systems has primarily been focused on the undersea domain but has included surface, air, and ground vehicles. He has contributed to multiple autonomy standards development efforts. He had a lead role in the development of the ASTM F41 subcommittee's "Standard Guide for Unmanned Undersea Vehicle (UUV) Autonomy and Control Architecture". He has been a maritime SME contributor to the Joint Architecture for Unmanned Systems (JAUS) standards maintained by SAE. He is currently chair of the Unmanned Maritime Autonomy Architecture (UMAA) that is being developed as part of PMS 406's standardization efforts. Mark serves on the National Defense Industrial Association (NDIA) Executive Board as Academic Fellowships Chair. Mark received a B.S. in Computer Science from the Pennsylvania State University 1978.

Ms. Melinda K. Reed is the Director for Resilient Systems in the Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E)) Office of Strategic Technology Protection and Exploitation (STP&E). She brings a wealth of engineering and technical experience; serving as the principal OUSD(R&E) executive for policy, guidance, education, and methods to ensure defense systems perform free of known vulnerabilities and exploitation. Her responsibilities include overseeing Department of Defense initiatives in secure cyber resilient engineering; program protection; hardware, software, and system assurance; supply chain risk management; design for exportability; anti-tamper; and controlled technical information. Ms. Reed is a recipient of the Under Secretary of Defense (Acquisition, Technology & Logistics) Award for Excellence and the Assistant Secretary of the Navy (Research, Development and Acquisition) Acquisition Excellence Award. She holds a Bachelor of Science in Industrial Engineering from Oregon State University.

The STP&E Resilient Systems (RS) directorate focuses on policy and practice to ensure DoD systems are resilient to advanced cyber threats. RS considers security and protection through all phases of a system acquisition, from requirements through design and production to sustainment and disposal of military systems that may operate in physical or cyberspace domains.

RS influences standards, specifications, methods, and data requirements to ensure the security of engineering activities, considering both malicious and non-malicious activity.

STP&E partners with the Office of the Under Secretary of Defense (OUSD) for Acquisition and Sustainment, the OUSD for Intelligence, the DoD Chief Information Officer, industry, academia, and engineers and technologists across the Department to bring innovative practices and solutions to the engineering and technology workforce.

Objectives

- Lead program protection planning and system security engineering policy and practices to mitigate the compromise and exploitation of advanced warfighting capabilities, mitigate malicious and non-malicious activity to mission-critical hardware and software in DoD

weapon systems, and safeguard DoD-controlled technical information from exploitation through cost-effective countermeasures

- Foster DoD engineering capability and convergence across secure cyber-resilient design methods and anti-tamper protections for critical program information and controlled technical information practices and for mission-critical hardware and software assurance tools and technologies

Resources

- DoD Instruction 5000.02, Operation of the Defense Acquisition System, Enclosure 14, Cybersecurity in the Defense Acquisition System, pp. 171-187
- DoD Instruction 5200.39, Critical Program Information (CPI) Identification and Protection Within Research, Development, Test, and Evaluation (RDT&E)
- DoD Directive 5200.47E, Anti-Tamper (AT)
- DoD Instruction 5200.44, Protection of Mission Critical Functions to Achieve Trusted Systems and Networks (TSN)
- USD(AT&L) Memorandum, Document Streamlining – Program Protection Plan (PPP)
- Cyber Acquisition Regulations
- Defense Acquisition Guidebook Chapter 3, Systems Engineering
- Defense Acquisition Guidebook Chapter 9, Program Protection
- Cyber-Resilient Engineering Standards (ASSIST Data Item Description Database: Select SCORE - SECURE CYBER RESILIENT ENGINEE from the AREA list)
- Defense Acquisition University ACQ 160, Program Protection Planning Awareness
- Defense Acquisition University ENG 260, Program Protection for Practitioners

Focus Areas

- Program Protection and System Security Engineering
- Engineering Cyber-Resilient Weapon Systems
- Secure Cyber-Resilient Engineering Standards Defense Standardization Area
- Joint Federated Assurance Center



Curriculum Vitae

Latasha R. Beckman

Ms. Latasha Beckman is the deputy director, Defense Standardization Program Office (DSPO). Since 2004, she has promoted the use of standardization as one of the key enablers to interoperability, securing the United States industrial base, reducing total ownership costs, and maintaining operational readiness. She is responsible for the development of standardization policies for systems, subsystems, equipment, components, materials, and related engineering practice; and establishing a framework to modernize DSPO information technology (IT) tools and capabilities.

Committed to multilateralism for the sake of strategic standardization, Ms. Beckman has been actively involved in engagement with Military Departments, Defense Agencies, Standards Development Organizations (SDOs), and U.S. Allies and Partners to develop and execute standardization policy and procedures. She has led teams comprised of personnel from industry, U.S. and foreign governments to identify opportunities for improvement in international and national defense standardization programs, and enhancing the capabilities of web-based IT tools. Her work efforts were instrumental in several initiatives to promote the use of civil or non-government standards within NATO. She has also served as a guest lecturer at numerous standardization-related workshops, forums, roundtables, and conferences that span the globe.

Before engaging in the standardization arena, Ms. Beckman worked as an Industrial Engineer for the Department of Army, Directorate of Public Works gaining valuable experience in master planning, facilities engineering, and architecture and engineering contracting. She also had a number of career-broadening opportunities in manufacturing at GKN Automotive, Ford Motor Company, and Cooper Turbocompressor, Inc..

Ms. Beckman holds a B.S. degree in Industrial Engineering from State University of New York at Buffalo, and a M.S. in Industrial Technology with a concentration in Manufacturing Systems from North Carolina A&T State University. She is Lean Six Sigma (Green Belt) certified, and Defense Acquisition Workforce Improvement Act certified in multiple career fields.

She enjoys road trips, music, reading, mentoring, and spending quality time with family and friends.

EXPERTISE

- Successful in motivating dynamic teams on a variety of standardization and information technology endeavors.
- Adept at interfacing with industry, SDOs, Allies and Partners on areas of mutual interest.
- Proficient at monitoring national and international regulations, policies and best practices that may influence the U.S. industrial base, DoD standardization policy and defense acquisition.
- Strong capacity to lead and support multidisciplinary and multicultural teams and endeavors.
- Astute in building coalitions and consensus with multinational organizations.

ENGAGEMENTS

- American National Standards Institute, International Policy Advisory Group
- American Institute of Aeronautics and Astronautics (AIAA), Standards Steering Committee
- Defense Standardization Roundtable
- Materiel Standardization Harmonization Team (MSHT)
- NATO Committee for Standardization, Standardization Management Group
- NATO Engagement Activities Team (NEAT)

Himanshu Patni

Mr. Himanshu Patni, P.E., is the Modular Open Systems Approach (MOSA) Standards Engineer and ASSIST Team Lead at the Defense Standardization Program Office (DSPO), under the Office of the Under Secretary of Defense for Research and Engineering. He serves on the OSD team for MOSA efforts representing the DSPO on matters relating to DSPO Policy & Procedures and the modernization of ASSIST. Himanshu has over 15 years of experience as an engineer, including supervisory experience with local government, and 2 years of Naval acquisition/Systems Engineering experience. Himanshu earned a Bachelor of Science degree in Computer Engineering from the University of Oklahoma and is a registered Professional Engineer (P.E.).