



CORPORATE MEMBER DAYS

4 - 5 MARCH 2026



THANK YOU TO OUR EVENT SPONSORS!

DIAMOND

GENERAL DYNAMICS

Electric Boat



L3HARRIS™



**NEWPORT NEWS
SHIPBUILDING**
A DIVISION OF HII

PLATINUM



carahsoft®

GENERAL DYNAMICS

Mission Systems

**NORTHROP
GRUMMAN**

ULTRA MARITIME

THANK YOU TO OUR EVENT SPONSORS!

GOLD



SILVER



LANYARD SPONSOR



L3HARRIS™

AGENDA

WEDNESDAY 4 MARCH

Preliminary Events

- 1500 **NSL Advisory Council Meeting** Studio B
- 1645 **New Corporate Member Networking Reception (*By Invitation Only*)** Salons 1 & 2

General Session

- 1800 **Welcoming Remarks** Ballroom
ADM John Richardson, USN (Ret) - *NSL Chairman* (Salons 4-7)
- Recognition of Corporate Membership Anniversaries**
- Remarks**
VADM Rob Gaucher, USN - *DRPM Submarines*
- 1915 **Networking Reception/Bufferet (secure about 2200)** Salons 1 & 2

THURSDAY 5 MARCH

- 0700 **Breakfast Buffet** Salons 1 & 2

General Sessions

- 0745 **Introduction** Ballroom
ADM John Richardson, USN (Ret) - *NSL Chairman* (Salons 4-7)
- 0800 **Remarks**
ADM Daryl Caudle, USN - *Chief of Naval Operations*
- 0850 **Submarine Executive Panel**, RADM Jon Rucker, RDML Todd Weeks, Mr. John Tammen
- 0940 Rebecca Gassler - *Portfolio Acquisition Executive for Robotics & Autonomous Systems (PAE RAS)*
- 1030 **Break**
- 1050 Chris Miller - *Executive Director, Naval Sea Systems Command*
- 1140 VADM Rick Seif, USN - *Commander, Submarine Forces*
- 1230 **Closing**
ADM John Richardson, USN (Ret) - *NSL Chairman*

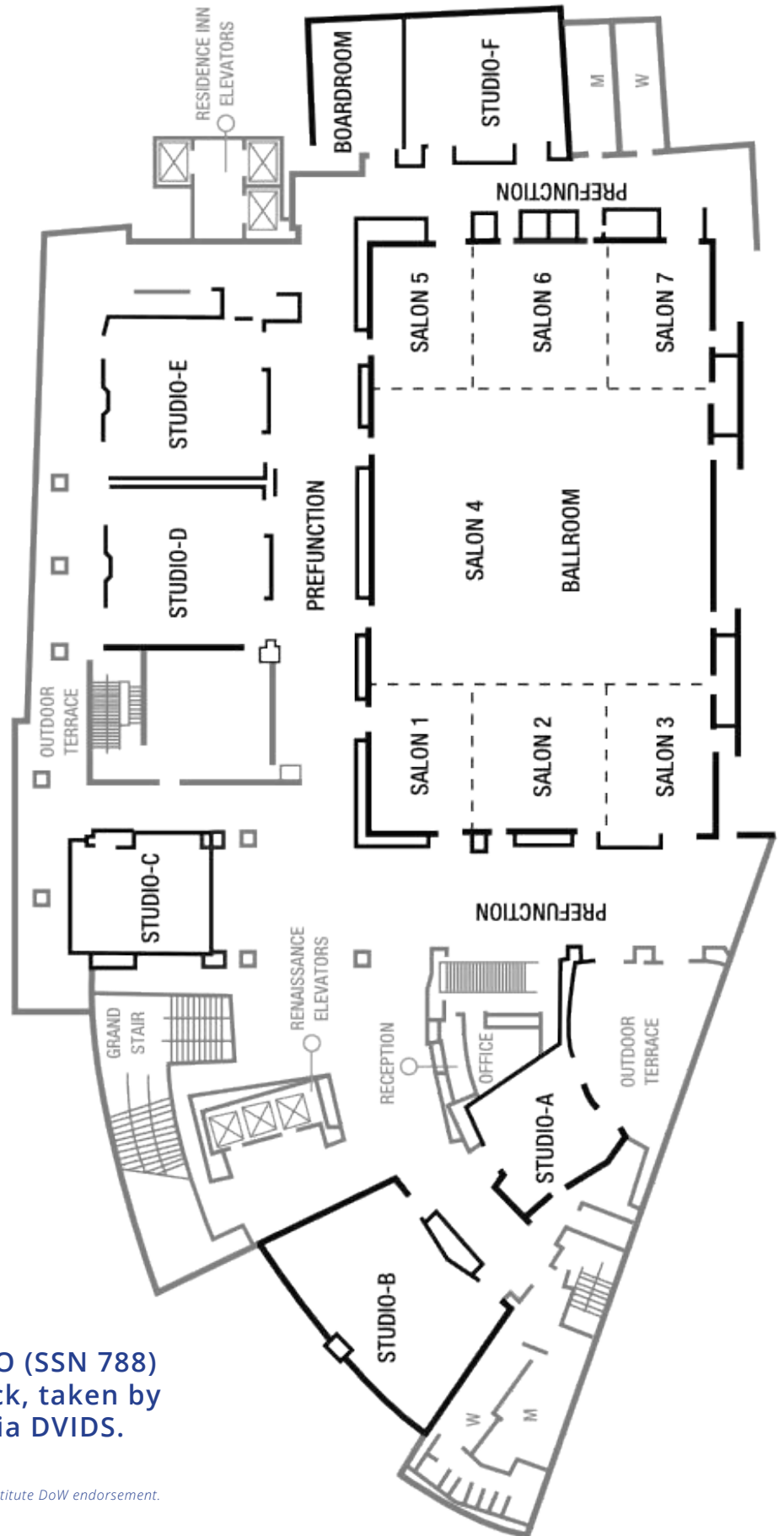
Post-Corporate Member Days

- 1245 **NSL Board of Directors Meeting** Studio B

Corporate Member Days presentations are held under the Chatham House Rule.

When a meeting, or part thereof, is held under the **Chatham House Rule**, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

FLOOR PLAN



Cover photo of USS COLORADO (SSN 788) entering Pearl Harbor Dry Dock, taken by Claudia LaMantia. U.S. Navy via DVIDS.

The appearance of DoW visual information does not imply or constitute DoW endorsement.

SPEAKERS



ADM Daryl Caudle, USN *Chief of Naval Operations*

Admiral Daryl Caudle is a native of Winston-Salem, North Carolina and a 1985 graduate of North Carolina State University with a Bachelor of Science in Chemical Engineering. He received his commission after attending Officer Candidate School in Newport, Rhode Island. Caudle is a licensed professional engineer and holds a Master of Science in Physics from the Naval Postgraduate School, a Master of Science in Engineering Management from Old Dominion University, and a Doctor of Management in Organizational Leadership with a specialization in Information Systems and Technology from the School of Advanced Studies, University of Phoenix.

Caudle was sworn in as the 34th Chief of Naval Operations on Aug. 25, 2025.

His flag officer assignments include Commander, U.S. Fleet Forces Command; U.S. Naval Forces Northern Command; U.S. Naval Forces Strategic Command; and U.S. Strategic Command, Joint Force Maritime Component Commander. He also served as Commander, Submarine Forces; Commander, Submarine Force Atlantic; Commander, Task Force (CTF) 114, CTF 88, and CTF 46; Commander, Allied Submarine Command; Vice Director for Strategy, Plans, and Policy on the Joint Staff (J-5) in Washington, D.C.; Commander Submarine Force, U.S. Pacific Fleet; Deputy Commander, U.S. 6th Fleet; Director of Operations, U.S. Naval Forces Europe-Africa; Commander, Submarine Group Eight Deputy; Deputy Commander, Joint Functional Component Command-Global Strike; and Deputy Chief for security cooperation, Office of the Defense Representative, Pakistan.

At sea, Caudle served aboard USS GEORGE WASHINGTON CARVER (SSBN 656); USS STONEWALL JACKSON (SSN 634); USS SAND LANCE (SSN 660); and as Executive Officer of USS MONTPELIER (SSN 765). He commanded USS JEFFERSON CITY

(SSN 759), USS TOPEKA (SSN 754) and USS HELENA (SSN 725). He also served as Deputy Commander, Submarine Squadron 11 and Commander, Submarine Squadron 3.

Ashore, he served as assistant force nuclear power officer, Commander, Submarine Force, U.S. Atlantic Fleet; Officer-In-Charge of Moored Training Ship (MTS 635); assistant Deputy Director for information and cyberspace policy on the Joint Staff (J-5) in Washington, D.C.; and Chief of Staff, Commander, Submarine Force, U.S. Pacific Fleet.

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



Rebecca Gassler *Portfolio Acquisition Executive for Robotics & Autonomous Systems*

Ms. Gassler is currently serving as the U.S. Navy's Project Overmatch Chief Engineer. Project Overmatch is the Naval contribution to Joint All Domain Command and Control (JADC2). In addition, she is also the Program Executive Office Integrated Warfare System (PEO IWS) Command and Control Directorate's Technical Director.

She previously served as the Model Based Systems Engineering (MBSE) Branch Head within OPNAV's Digital Warfare Office. There she was responsible for developing and implementing a scalable methodology to model the Echelon I level mission-based performance and information exchange requirements to achieve desired effects within each warfighting domain and to recommend program of record allocations to the resource sponsors. In that role, she was a contributor to the development of the OSD's Digital Engineering Strategy and Navy's Digital Strategy. Ms. Gassler served on the CNO's Task Force Netted Navy in 2016, which resulted in the standup of the Digital Warfare Office.

In previous roles, Ms. Gassler served as the Chief Architect and the PEO-wide Technical Director at PEO IWS from 2015 – 2016 and the Deputy Program Manager for the Aegis Ballistic Missile Defense (BMD) 4.0.1 and Standard Missile-3 (SM-3) Block IA/IB programs from 2011-2013. Her career started at The Johns Hopkins University Applied Physics Laboratory.

She was awarded the 2022 AFCEA Distinguished Award for Excellence in Engineering.

SPEAKERS



VADM Rob Gaucher, USN *Direct Reporting Portfolio Manager, Submarines*

Vice Admiral 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 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.

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

In 2026, Gaucher was assigned as the first Direct Reporting Portfolio Manager (DRPM), Submarines.

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



Scan to submit your question to a speaker for Q+A.

SPEAKERS



Christopher Miller

Executive Director, Naval Sea Systems Command

Mr. Miller assumed his current position as Naval Sea Systems Command's (NAVSEA) Executive Director in March 2024. In this capacity, he provides executive leadership to more than 86,000 military and civilian personnel across the globe who execute the research, development, acquisition, maintenance, modernization, and inactivation of the Navy's battle force and most major combat and Hull, Mechanical, and Electrical (HM&E) systems.

Appointed to the Senior Executive Service in May 2006, Mr. Miller most recently served as the Assistant Deputy Chief of Naval Operations for Warfighting Requirements and Capabilities (N9B). In this capacity, he acted as the principal advisor to Deputy, Chief of Naval

Operations (N9) for determination of warfare requirements and the integration of naval warfare systems. He provided professional and technical advice on budget matters pertaining to naval warfare and exercises centralized coordination in the preparation, preview, presentation, and subsequent issuance of decisions on Navy programs and plans.

He earlier served as Executive Director of Naval Information Warfare Center Atlantic from 2016-2019, Program Executive Officer (PEO) for the DoD Healthcare Management System and as the Navy's PEO for Command, Control, Communications, Computers and Intelligence. He started his federal civilian service in 2001 at the Space and Naval Warfare Systems Command, now Naval Information Warfare Systems Command as a systems engineer.

Prior to joining federal service, Mr. Miller worked at Booz Allen Hamilton in San Diego, where he supported Navy command and control programs.

In 1995, Mr. Miller graduated from Vanderbilt University with a bachelor's

degree in American history and political science. There he completed the Naval Reserve Officer Training Corps and received a commission as a Marine Corps intelligence officer. Mr. Miller completed a deployment to the Western Pacific and supported Operation Southern Watch. He is certified Level III in program management and holds a Systems Engineering Certification from the University of California, San Diego.

Miller's awards include Distinguished Executive in the Senior Executive Service in 2019, the Department of Defense Medal for Distinguished Civilian Service in 2016; the 2015 Healthcare Information and Management Systems Society (HIMSS) Federal Health IT Leadership Award; the AFCEA and USNI Copernicus Award; the Medal of Order of Resplendent Banner with Cravat from the Republic of China (Taiwan) in 2012; the 2010 Presidential Rank Award; two Navy Superior Civilian Service Awards; and a Navy and Marine Corps Achievement Medal.



Jason Potter

Performing the Duties of the Asst Secretary of the Navy (RDA)

In July 2025, Mr. Jason Potter was assigned to perform the duties of the Assistant Secretary of the Navy (Research, Development and Acquisition). In this role, he leads the Department of the Navy's (DON) Research, Development, Acquisition, and Sustainment programs and the DON's contracting community.

Mr. Jason Potter was appointed Deputy Assistant Secretary of the Navy for

Ship Programs in May 2025. He is also performing the duties of the Principal Civilian Deputy Assistant Secretary of the Navy (Research, Development and Acquisition).

Prior to his appointment, Mr. Potter served as a professional staff member in the United States Senate for 10 years on the Appropriations and Armed Services Committees. His responsibilities included oversight of Navy shipbuilding; Navy and Air Force procurement accounts; various research, development, test, and evaluation accounts; Defense Production Act purchases; National Defense Stockpile transactions; and defense acquisition law.

Earlier in his career, Mr. Potter served in civilian positions on the Navy Staff

(OPNAV) including as a special assistant to the Chief of Naval Operations, programming division section head, and force structure analyst. He also served as a naval officer with assignments as Navigator aboard USS CAPE ST GEORGE (CG 71), Communications and Repair Officer aboard USS RUSHMORE (LSD 47), naval liaison to Joint Special Operations Task Force – Philippines, and analyst on the 2010 Navy Quadrennial Defense Review Integration Group. He is currently serving as a Commander in the U.S. Navy Reserve.

Mr. Potter holds an executive M.B.A. from the Naval Postgraduate School, a M.A. in Government from the University of Maryland, and a B.S. in Political Science from the U.S. Naval Academy.

SPEAKERS



VADM Richard Seif, USN
Commander, Submarine Forces

JACKSONVILLE (SSN 699), he completed a U.S. 5th and 7th Fleet deployment. As a major commander, he served as Commodore, Submarine Squadron One in Pearl Harbor, Hawaii.

Vice Admiral Seif's staff assignments include chief of staff to Commander, Submarine Force, U.S. Pacific Fleet; military assistant to the Assistant Secretary for Defense for Strategy, Plans, and Capabilities; deputy chief of staff for operations for Submarine Group Seven/Task Force 74; the Navy's national director of submarine and nuclear power recruiting; board member and executive officer of the Fleet Forces Command Nuclear Propulsion Examining Board; and flag aide to Commander, Submarine Force, U.S. Atlantic Fleet/ Submarine Allied Command Atlantic.

Prior to his assignment as commander, Submarine Forces, Vice Adm. Seif served as Director, AUKUS Integration and Acquisition. His previous Flag assignments include Commander, Submarine Force, U.S. Pacific Fleet/Task Force 34; Commander, Submarine Group Seven/Task Force 54/ Task Force 74; and Commander, Undersea Warfighting Development Center.

Vice Admiral Seif assumed his current duties in February 2026 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 principal undersea warfare advisor to all North Atlantic Treaty Organization strategic commanders.

His personal decorations include the Defense Superior Service Medal (two awards), Legion of Merit (six awards), Meritorious Service Medal (four awards), Navy and Marine Corps Commendation Medal (five awards), and Navy and Marine Corps Achievement Medal (three awards). He has served with crews that have earned seven Battle Efficiency awards, two Arleigh Burke Fleet Trophies, and various unit and campaign awards.

Vice Admiral Seif is a native of Pittsburgh, Pennsylvania. He is a 1992 graduate of the U.S. Naval Academy with a Bachelor of Science in Marine Engineering. He also holds a master's degree in business administration from the College of William and Mary's Mason School of Business.

His operational assignments include division officer aboard USS NEWPORT NEWS (SSN 750), engineer officer and combat systems officer aboard USS OKLAHOMA CITY (SSN 723), and executive officer aboard USS HOUSTON (SSN 713). As commanding officer of USS BUFFALO (SSN 715), homeported in Guam, his crew was awarded the Navy Unit Commendation, the Meritorious Unit Commendation, two Battle Efficiency awards, and the Arleigh Burke Fleet Trophy. As commanding officer of USS

Nominate a Workforce Star!

This award recognizes the outstanding contributions of those who are actively employed in the Submarine Workforce.

Candidates should be recognized for efforts related to the advancement of the submarine industry and who have achieved impactful results due to personal performance and individual contributions.

Awardees are recognized at our Annual Symposium & Industry Update.



*Nomination instructions can be found on our website.
Scan or visit www.navalsubleague.org to learn more.*



Join the Naval Submarine League

Support the Submarine Force



Advance Undersea Defense



Connect with Experts



Exclusive Individual Member Benefits

- **The Submarine Review** - Quarterly journal with industry & Active Duty insight
- **Local Chapter** social events & meetings with guest speakers
- **Networking** opportunities with submarine professionals and Navy leadership
- Support submarine crews & families by joining a **Sub Club**
- **Speakers Bureau** presentations to local civic groups, schools, and businesses
- **New Professionals Initiative** for industry, active duty, and civilian professionals



READY TO MAKE AN IMPACT? JOIN THE NSL TODAY!

Individual membership starts at just \$46 for three years.



SAVE THE DATE

SUBMARINE TECHNOLOGY SYMPOSIUM

5-7 May 2026 | Laurel, MD

SUBSEA & SEABED WARFARE AND TECHNOLOGY SYMPOSIUM

27-29 July 2026 | Bremerton, WA

ANNUAL SYMPOSIUM & INDUSTRY UPDATE

12-13 November 2026 | Arlington, VA



35-YEAR
MEMBERS



30-YEAR
MEMBERS



25-YEAR
MEMBERS



SSS®Clutch Company, Inc.

10-YEAR
MEMBERS



5-YEAR
MEMBERS



CORPORATE MEMBERS

5 STAR

Amentum
BlueForge Alliance
BWX Technologies
Cape
Deloitte Consulting
Delphinus Engineering

Fluor
General Dynamics Electric
Boat
General Dynamics Mission
Systems
Google

L3Harris Technologies
Lockheed Martin
Newport News Shipbuilding,
A Division of HII
Uranium Energy Corporation

4 STAR

Austal USA
BAE Systems
Bartlett Maritime
Carahsoft Technology
Naval and Nuclear Technologies
- Jack Flowers
Leonardo DRS

Northrop Grumman
NTT Data Services Federal
Government
Oceaneering International
Raytheon, An RTX Business
Rhoads Industries

3 STAR

ARMADA
Booz Allen Hamilton
Collins Aerospace, An RTX Business
Curtiss-Wright Corporation
Defense Maritime Solutions
Eastham Forge
General Atomics Electromagnetic
Systems

Goodwin Steel Castings Limited
Innovative Defense Technologies
McKinsey & Company
Metron
Milwaukee Valve Company
Rolls-Royce
SAIC
SEACORP

Sparton
Systems Planning and Analysis
Teledyne Technologies
Trident Maritime Systems
Westley Group

2 STAR

Advanced Acoustic Concepts
American Systems Corporation
Applied Research Laboratories,
The University of Texas at Austin
CAE
ELLWOOD Group
Fairbanks Morse Defense
Govini
Graham Corporation
Hilarides Partners

In-Depth Engineering Corporation
Leidos
Lexair
MASSA
Moog
ORBIS
Patrona Corporation
PBM Valve
Penn State Applied Research Laboratory
PRECINMAC

Rite-Solutions
Serco
Sheffield Forgemasters
Sonalysts
The Spectrum Group
TE Connectivity
Team Trussler
Ultra Maritime
USAA

1 STAR

Abbyss Defense
Anduril
A.T. Kearney Public Sector and
Defense Services
Addman Group
Applied Mathematics
Applied Research Associates
Arland Tool & Manufacturing
AT&F Company
Arnold Magnetic Technologies
Babcock International
Bechtel
BlueVoyant
Butler Weldments
Caldwell Group LLC
CAMEO Professional Support
Services
CEPEDA Associates
Cogitic Consulting
Corridian
Comark LLC - A Division of
Source Code
Consolidated Ocean
Technologies, Inc.
Cydecor
Cypress International
dataCon
Decision Lens
DMG MORI Federal Services
Draper
Eagle-Picher
Electron Energy Corporation

The Entwistle Company
Epsilon Systems Solutions
Fairlead Integrated
Finkl Steel
First Command Financial Services
GDCA
Gecko Robotics
General Dynamics Applied
Physical Sciences
General Tool Company
Georgia Tech Research Institute
Globe Composite Solutions
Granite State Manufacturing
HII - Mission Technologies
HI-TEST Laboratories
Ho-Ho-Kus Inc.
Ideal Electric
Integer Technologies
ITL
IMES
Jered
The Johns Hopkins University
Applied Physics Laboratory
Kearney Group
Keel
Kern Technology Group
KMS Solutions
KONGSBERG
Lincoln Electric
Lowcountry Maritime Group
ManTech International
Marine Acoustics

Maritime Operations Group
Marotta Controls
Materials Sciences LLC
Mercury Systems
MI Technical Solutions
Michell Bearings
MIKEL
Mitre Corporation
National Inspection &
Consultants
National Institute for Undersea
Vehicle Technology
N8tive Solutions
NauticAbility
Nautilus Cables
NCS Technologies
NPC
Ocean Power Technologies (OPT)
Oliver Wyman
Pacific Engineering
Pacific Fleet Submarine Memorial
Association
Philadelphia Gear
Precise Systems
Precision Custom Components
Prime Technology
ProteQ
The Red Cedar
Q.E.D. Systems
QorTek
RBC Sargent Aerospace
Reel Power & Technology

Rivcore US
RIX Industries
Rochester Cable Hexatronic
RTX BBN Technologies
Saab
Sage Analysis Group
Saronic Technologies
Sauer Compressors USA
Sechan Electronics
Sedna Digital Solutions
Seemann Composites
Sierra Nevada Corporation
Sigma Defense
Sonatech
SSS Clutch Company
Tech Wizards
ThayerMahan
Tiburon Subsea
Trexon
Triumph Enterprises
United Titanium
VACCO Industries
Vectis Automation
Ventus Executive Solutions
VLP Financial Advisors
VTG
Westland Technologies
Wilde Defense
William Cook Cast Products
Woods Hole Oceanographic
Institution