

I/ITSEC 2025



2025 Personas





Curated I/ITSEC Experiences



Title/Role	Description
First-Time Attendee	New to I/ITSEC and seeking orientation, networking tips, and guidance to navigate the event effectively.
Small Business Innovator / Tech Entrepreneur	A startup leader or emerging tech developer eager to showcase innovation, find partners, and engage with defense stakeholders.
International Delegate	A global attendee exploring U.S. training and simulation capabilities to support foreign military or education missions.
Defense Industry Executive / Business Director	A senior leader seeking insights on trends, government needs, and strategic partnership opportunities.
Industry Professional (Early-Career)	A recent entrant into the training and simulation workforce looking to build skills, learn best practices, and expand their network.
Industry Professional (Mid-Career)	An experienced technical or program lead seeking to stay current on innovations and deepen their contributions to M&S programs.
Recruiter / Workforce Strategist	Focused on connecting with emerging talent, supporting STEM engagement, and shaping the future defense workforce.





Curated I/ITSEC Experiences

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Title/Role	Description
Government - Officer or SES	A strategic leader shaping training policy, acquisition priorities, and cross- functional coordination within the defense ecosystem.
Government - Enlisted	A tactical-level service member looking to increase technical knowledge and apply best practices in training delivery and support.
Government - Acquisitions Professional	Responsible for identifying, evaluating, and procuring cutting-edge simulation and training systems for defense needs.
Government - Civilian (Early Career)	A newer federal employee aiming to grow professionally, earn CLPs, and understand how M&S supports mission readiness.
Government - Civilian (Mid Career)	An established defense civilian with growing responsibility looking to apply advanced insights and contribute to workforce development.
Student	A college or grad student exploring career pathways in STEM, modeling and simulation, or national security fields.
Academic (Researcher or Professor)	An educator or research lead aiming to connect with DoD needs, publish findings, and collaborate on applied M&S projects.





First-Time Attendee





• Experience: 0-3 yrs

• Role: Varies

• Direct Reports: 0-5

Orientation

Networking

Learning

Motivation to Attend

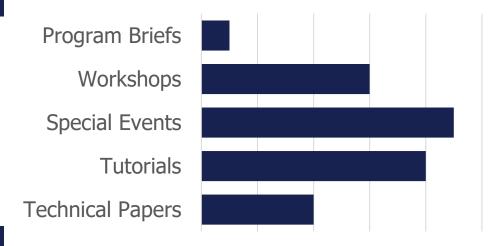
Gain an understanding of the I/ITSEC ecosystem, discover how modeling & simulation is applied across defense and industry, and find opportunities to learn, connect, and contribute. He's looking to build foundational knowledge, make meaningful connections, and identify where he can contribute.

"I want to get oriented—understand where I fit and how to make the most of my time here."

Biography

Jordan Lee is attending I/ITSEC for the first time as part of a rotational assignment in a defense-focused innovation office. He's heard I/ITSEC is a huge opportunity to learn about the future of training and simulation but isn't quite sure where to start. Jordan is looking for accessible sessions, clear navigation tools, and tips for meeting people who share his interests. He's eager to find a niche and return with new ideas to share.

Interest Level



- Introductory sessions and tours
- Exhibit hall navigation guide
- Networking lounges or "New Attendee" meetups
- Glossary of key terms and acronyms
- Curated suggested agenda
- Mentorship or peer-pairing opportunities





First-Time Attendee

Title	Day	Time	Location	Event Type
Introduction to Defense Modeling & Simulation	Monday	08:30-10:00	330AB	Tutorial
End to End XR Training: Innovative Strategies for Seamless Content Generation and Trainee Engagement	Monday	10:30-12:00	320G	Tutorial
Practical Use of (Emerging) Learning Technologies	Monday	12:45–14:15	310AB	Tutorial
Opening Ceremonies + Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
SIM 1: Be Dazzled in XR/VR — Paper session (3 papers)	Tuesday	14:00-15:30	320B	Technical Papers
Future Training Concepts	Tuesday	16:00-17:30	Destination Lounge	Next Big Thing
Exhibitor Networking Event	Tuesday	17:30–18:30	Exhibit Hall	Special Event
Army Live Training — Current & Future	Wednesday	08:30-10:00	310CD	Community of Interest
Cutting Edge Innovation — Rapidly Advancing M&S to Support All- Domain Training	Wednesday	10:30-12:00	330CDGH	Signature Event
Training & Readiness Accelerator II (TReX II)	Wednesday	13:30–15:00	310CD	Focus Event
SIM 7: Sim Tech Fusion	Wednesday	15:30-17:00	320D	Technical Papers
Disrupt, Design, Deploy — Human-Centered Approach to L&D **MITSEC ** NTSAToday**	Thursday	13:00-16:00	210C	Workshop

Small Business Innovator / Tech Entrepreneur



- Experience: 3-15 yrs
- Role: Founder, CTO, or technical lead
- Direct Reports: 1-10

Founder

Early-Stage

Innovator

Motivation to Attend

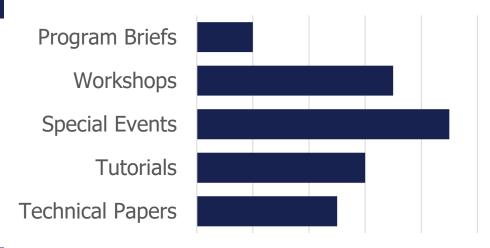
Showcase cutting-edge technology, connect with acquisition professionals and primes, and explore funding pathways like SBIR/STTR or OTAs to bring innovative capabilities to the defense market. She's seeking actionable feedback, visibility with government customers, and strategic partners who can help her scale or transition.

"I'm here to show what we've built, find champions, and figure out how to get our tech into the hands of people who need it."

Biography

Alex Ramirez is the co-founder and CTO of a small business focused on AI-enabled training analytics. After recently completing a Phase II SBIR, Alex is attending I/ITSEC to connect with defense program offices, pitch capabilities to primes, and learn more about how to navigate the transition from prototype to program of record. She's excited to see how other innovators are engaging with the DoD and hopes to form partnerships that help bridge technical credibility and contracting opportunity.

Interest Level



- Innovation Showcase or Startup Pavilion
- Sessions on SBIR, OTA, and tech transition strategies
- Networking events with government program managers and large primes
- Guidance on defense acquisition cycles and compliance requirements





Small Business Innovator / Tech Entrepreneur

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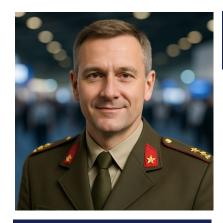
Title	Day	Time	Location	Event Type
Building the Bridge: Evolving V&V Methods to Address AI Driven Simulation	Monday	10:30-12:00	310CD	Tutorial
Practical Use of Emerging Learning Technologies – Generative AI in Training	Monday	12:45–14:15	310AB	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
TRN 1: Training Beyond the Range	Tuesday	14:00-15:30	320F	Technical Papers
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
Best from Around the Globe	Wednesday	10:00-11:30	Exhibit Hall / Innovation Showcase	Focus Event
Women in Modeling & Simulation	Wednesday	13:30-15:00	330EF	Focus Event
ECIT 8: AI–Powered Autonomy: From Design to Deployment	Wednesday	15:30–17:00	320A	Technical Papers
Push & Pull – Science & Technology for Future Training Environments	Thursday	08:30-10:00	330CDGH	Focus Event
Additive Manufacturing in Action – Hands-On for Acquisition & Sustainment	Thursday	13:00–16:00	331D	Workshop





International Delegate





- Experience: 5-20 yrs
- Role: Military attaché
- Direct Reports: 20-50

Coalition

Procurement

Diplomacy

Motivation to Attend

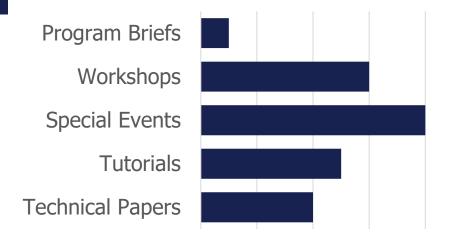
Identify U.S. and allied solutions that can support national defense readiness, interoperability, or training modernization, while forming relationships with government, industry, and academic leaders. He's also interested in learning how to bring best practices and emerging technologies back to his country's defense or education systems.

"We're here to explore partnerships and see how training solutions used by the U.S. and NATO allies might support our national goals."

Biography

Colonel Tomasz Novak is part of a defense technology delegation from a NATO member state. He's attending I/ITSEC to assess simulation technologies that could support joint exercises, multilingual training systems, and digitally enabled mission rehearsal. Fluent in multiple languages and familiar with multinational procurement, he's focused on identifying vendors and integrators aligned with alliance standards and ready for export. This is his second time at I/ITSEC, and he's looking for deeper engagements.

Interest Level



- Clear labeling of internationally relevant sessions and briefings
- Opportunities for one-on-one or group meetings with U.S. vendors and program offices
- Guidance on Foreign Military Sales (FMS)
 pathways or export-compliant technologies
- Access to international pavilions, networking receptions, or alliance-sponsored events





International Delegate

Title	Day	Time	Location	Event Type
Signal Modeling: From Spectrum Analyzers to Mixed Reality	Monday	08:30-10:00	320B	Tutorial
Congressional M&S Caucus	Monday	10:30-12:00	330CDGH	Special Event
Architecting Compound AI for Training and Augmenting Human-AI Teams	Monday	12:45–14:15	310CD	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30–12:00	Hyatt Windermere Ballroom	Signature Event
Best Paper Session 1	Tuesday	14:00-15:30	330EF	Technical Papers
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
Army Live Training – Current & Future	Wednesday	08:30-10:00	310CD	Community of Interest
Cutting Edge Innovation – Rapidly Advancing M&S to Support Joint All- Domain Training	Wednesday	10:30-12:00	330CDGH	Signature Event
Human/Machine Teaming	Wednesday	13:30–15:00	Destination Lounge	Next Big Thing
Push & Pull – Science & Technology for Future Training Environments	Thursday	08:30-10:00	330CDGH	Focus Event
Navigating the Evolving Landscape of Distributed Simulation – Harnessing DDS for Secure and MOSA-Compliant LVC Training	Thursday	13:00–16:00	331B	Workshop



Defense Industry Executive / Business Director



- Experience: 15-20 yrs
- Role: VP, Capture Manager
- Direct Reports: 10-50

Executive

Strategist

Networking

Motivation to Attend

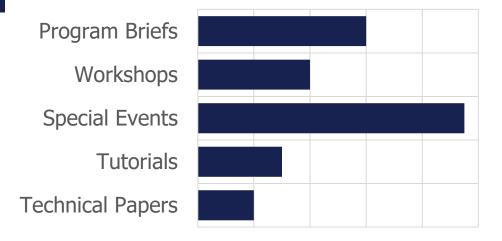
Stay ahead of defense market trends, understand customer priorities, and position their organization for future opportunities through partnerships, visibility, and strategic insights. She's focused on competitive intelligence, pipeline growth, and reinforcing relationships with key stakeholders across government and industry.

"I want to make sure our company is showing up in the right places, with the right people, and ready for the next big opportunity."

Biography

Dana Brooks is the Director of Business Development for a mid-size defense contractor specializing in virtual training environments. A seasoned capture strategist, she uses I/ITSEC to maintain executive-level relationships with DoD decision-makers, assess competitor positioning, and support her team in identifying emerging customer needs. Dana isn't attending every session—she's in targeted meetings, walking the floor with intent, and ensuring her company is recognized as a trusted, innovative partner.

Interest Level



- VIP networking and executive matchmaking events
- High-level DoD acquisition or modernization briefings
- Tools to track competitor presence and customer priorities
- Insights into budget forecasts and capability gaps
- Opportunities to support team visibility at showcase events

Defense Industry Executive / Business Director

Title	Day	Time	Location	Event Type
Black Swan — The Four Horsemen of AI	Monday	15:30-17:00	330CDGH	Special Event
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
Breaking through Barriers	Tuesday	16:00-17:30	330CDGH	Signature Event
Exhibitor Networking Event	Tuesday	17:30-18:30	Exhibit Hall	Special Event
USAF PEO Training: Acquisition Update	Wednesday	08:30-10:00	330CDGH	Program Brief
Cutting Edge Innovation – Rapidly Advancing M&S	Wednesday	10:30-12:00	330CDGH	Special Event
Women in Modeling & Simulation	Wednesday	13:30-15:00	330EF	Focus Event
Wearables and Human Sensors	Thursday	08:30-10:00	Destination Lounge	Next Big Thing
Army Acquisition Update (TSIS Updates)	Thursday	11:00-15:00	330CDGH	Program Brief







Industry Professional (Early-Career)





- Experience: 0-5 yrs
- Role: Engineer, Analyst
- Direct Reports: 0

Engineer

Early-Stage

Learner

Motivation to Attend

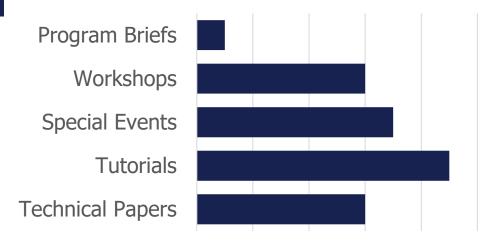
To build professional skills, stay current on emerging technologies, and gain exposure to the broader M&S ecosystem through sessions, demos, and peer connections. He wants to see how his day-to-day work connects to the mission and where he might grow within the industry.

"I'm here to absorb as much as I can and meet people who've walked the path I'm just starting on."

Biography

Taylor Chen is a simulation systems engineer at a large defense firm, working on backend integration for immersive training systems. It's his second year in the role and at I/ITSEC. He is excited to attend tutorials that connect theory to practice, get inspired by real-world use cases, and learn from senior professionals—both in sessions and during informal networking. He's curious about both the technical and mission sides of the field and is starting to explore career development paths within the broader M&S community.

Interest Level



- Beginner-friendly tutorials and tech tracks
- Opportunities for peer mentoring or earlycareer meetups
- Glossaries or acronyms for decoding panels and papers
- Exposure to real-world applications of the systems they help build





Industry Professional (Early-Career)

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Title	Day	Time	Location	Event Type
Game Engines for Military Use 101	Monday	10:30-12:00	320A	Tutorial
Achieving Secure and Scalable Interoperability: OMG DDS for MOSA-Compliant LVC Training	Monday	12:45–14:15	320C	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
Best Paper Session 1	Tuesday	14:00-15:30	330EF	Technical Papers
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
Cyber Training & Readiness	Wednesday	08:30-10:00	330AB	Community of Interest
Cutting Edge Innovation – Rapidly Advancing M&S to Support Joint All- Domain Training	Wednesday	10:30-12:00	330CDGH	Signature Event
ECIT 8: AI-Powered Autonomy: From Design to Deployment	Wednesday	15:30–17:00	320A	Technical Papers
Common Synthetic Environment for NATO Multi Domain Operations	Thursday	08:30-10:00	330AB	Community of Interest
SIM 9: From Simulation to Deployment: AI & Network Innovations in Defense	Thursday	10:30-12:00	320B	Technical Papers
Certified M&S Professional 3.0 – Reinvention!	Thursday	13:00-16:00	230G	Workshop
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Industry Professional (Mid-Career)





• Experience: 8-20 yrs

• Role: Tech Lead

• Direct Reports: 3-20 Mid-Level

Tech Leader

Mentor

Motivation to Attend

To stay on the leading edge of innovation in training and simulation, connect with peers across industry and government, and continue growing both technically and strategically in his field. He sees I/ITSEC as a place to validate ideas, benchmark his team's progress against industry trends, and bring back new methods or technologies that can improve delivery and performance.

"I come to recharge professionally—to see what's next, share what I know, and bring ideas back to my team."

Biography

Marcus Reed is a senior systems integration lead working on distributed simulation networks for military training environments. With over a decade in the industry, he's attended I/ITSEC multiple times but still finds new value every year. Marcus is focused on understanding where the industry is headed, especially around AI and interoperability. He mentors junior engineers and looks for ways to apply what he learns to improve product development cycles and customer relationships. I/ITSEC is his time to reconnect with peers.

Interest Level



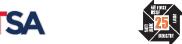
- Deep-dive tutorials on advanced tools or standards
- Networking with other technical leaders or functional counterparts
- Panels featuring customer pain points and technology roadmaps
- Opportunities to contribute as a speaker or mentor
- Support for transitioning from technical execution to strategic thinking



Industry Professional (Mid-Career)

Title	Day	Time	Location	Event Type
Simulation Conceptual Modeling Theory and Use Cases	Monday	08:30-10:00	320E	Tutorial
Beyond the Hype: A Strategic Framework for Keeping Up with AI	Monday	12:45–14:15	330EF	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
SIM 1: Be Dazzled in XR/VR	Tuesday	14:00-15:30	320B	Technical Papers
Digital Environments Supporting DoD M&S, Training, Digital Engineering	Tuesday	16:00–17:30	330AB	Community of Interest
Spatial Computing and World Modeling	Wednesday	10:30-12:00	Destination Lounge	Next Big Thing
How Optimizing Digital Wargaming Results Influence Training & Strategic Innovation for Military Service	Wednesday	13:30–15:00	330CDGH	Special Event
SIM 9: AI & Data-Driven Simulation for Readiness	Wednesday	15:30–17:00	330AB	Community of Interest
ECIT 9: AI-Driven 3D Environment Reconstruction	Thursday	08:30-10:00	320A	Technical Papers
Army Acquisition Update (TSIS Updates)	Thursday	11:00-15:00	330CDGH	Program Brief
Foundations of Artificial Intelligence in Training and Simulation	Thursday	13:00–16:00	230H	Workshop





Recruiter/Workforce Strategist





- Experience: 10-25 yrs
- Role: Corporate Recruiter
- Direct Reports: 5-30

Recruiting

Talent

Strategy

Motivation to Attend

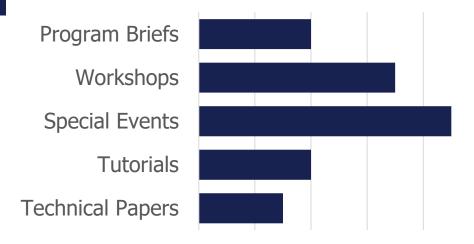
To identify emerging talent, understand future skill needs in modeling and simulation, and build partnerships that strengthen the defense workforce pipeline. She's focused on both immediate hiring goals and long-term strategy for recruiting, retaining, and developing STEM and M&S professionals.

"My job is connecting the right people with the right mission—and that starts by understanding where the field is headed."

Biography

Sandra Williams leads workforce strategy for a large defense integrator and oversees outreach to universities, professional networks, and transition programs. She attends I/ITSEC to meet potential hires, learn how technologies are evolving, and ensure her organization is aligning talent planning with mission priorities. Sandra is particularly active in diversity-focused events and panels, and she's passionate about helping early-career professionals understand the breadth of opportunities in M&S.

Interest Level



- Access to student events, networking lounges, and resume drops
- Panels on workforce trends, DEIA, and upskilling in emerging tech
- Visibility into what skills are in demand for future M&S roles
- Connections with academia and training content providers
- Metrics or briefings on M&S workforce development challenges



Recruiter/Workforce Strategist



Title	Day	Time	Location	Event Type
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
The Future of Healthcare Simulation	Tuesday	14:00-15:30	320CD	Special Event
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
USAF PEO Training: Acquisition Update	Wednesday	08:30-10:00	330CDGH	Program Brief
Cutting Edge Innovation – Rapidly Advancing M&S to Support Joint All- Domain Training	Wednesday	10:30–12:00	330CDGH	Signature Event
NTSA Career Fair at I/ITSEC	Wednesday	13:00–16:00	330EF	Community of Interest
Disrupt, Design, Deploy: A Human Centered Approach to Learning and Development	Thursday	13:00–16:00	210C	Workshop







Government – Officer or SES





• Experience: 20-35 yrs

• Role: Senior Officer

• Direct Reports: 50-500 Leader

Policy

Strategy

Motivation to Attend

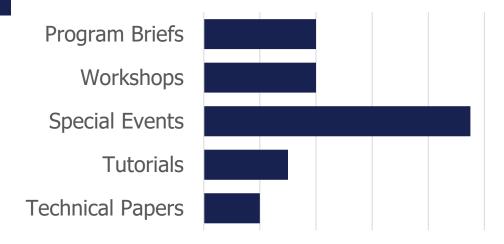
To shape strategic direction for training and readiness, stay aligned with innovation priorities, and assess how modeling and simulation capabilities support force modernization. She attends I/ITSEC to engage with peers, explore scalable solutions, and ensure her programs are responsive to both current operations and future threats.

"I'm here to understand where the technology is going and how we make sure our people and systems are ready for what's next."

Biography

Brigadier General Kimberly Adams leads a service-level training command and oversees the integration of live, virtual, and constructive environments across domains. A frequent I/ITSEC attendee, she uses the event to hear directly from developers, warfighters, and acquisition professionals about challenges and breakthroughs. She is focused on technologies that drive readiness and decision-making—like AI, data fusion, and human performance—and is often called upon to represent service needs in keynotes or panels.

Interest Level



- Curated briefings on cross-cutting challenges and emerging threats
- Strategic panels with peers, innovators, and acquisition leads
- Insights into technology maturity and risk
- Tools for aligning technology to capability gaps and modernization pathways
- Events that showcase warfighter outcomes and training transformation





Government – Officer or SES

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Title	Day	Time	Location	Event Type
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
Joint Senior Enlisted Panel	Tuesday	16:00-17:30	310AB	Focus Event
Exhibitor Networking Event	Tuesday	17:30-18:30	Exhibit Hall	Special Event
Acquisition Transformation – The Convergence of Test & Training	Wednesday	08:30-10:00	330EF	Community of Interest
Spatial Computing and World Modeling	Wednesday	10:30-12:00	Destination Lounge	Next Big Thing
USSF Operational Test & Training Infrastructure Acquisition Update	Wednesday	15:30–17:00	330EF	Program Brief
Common Synthetic Environment for NATO Multi Domain Operations	Thursday	08:30-10:00	330AB	Community of Interest
ECIT 10: Methods to Training AI to Ensure Integrity of Outcomes	Thursday	10:30-12:00	320A	Technical Papers







Government – Enlisted





• Experience: 5-20 yrs

• Role: NCO

• Direct Reports: 4-20 **Enlisted**

Operator

Hands-On

Motivation to Attend

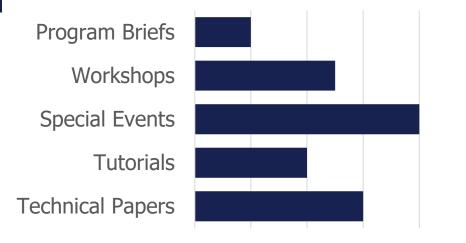
To gain exposure to new training technologies, share operational insights with developers, and ensure that the systems being fielded reflect real-world user needs and mission contexts. He values practical takeaways, handson demos, and tools that improve readiness and team performance. He's motivated by practicality—if a tool doesn't work for his people under pressure, he wants to know why and help fix it.

"If it's going to be used by the warfighter, I want to know how it works—and make sure it works for us."

Biography

MSgt Brian Lopez supports live and virtual training integration for a combat unit. He's on temporary duty at I/ITSEC to assess tools that could be brought back to improve unit training effectiveness. Brian has firsthand experience using outdated systems and sees I/ITSEC as a rare opportunity to give real input to developers and acquisition staff. He prefers practical demonstrations over theory and is a strong advocate for making training tech "grunt-proof."

Interest Level



- Access to interactive demos and operationally focused showcases
- Panels that include user feedback and case studies from the field
- Tools for providing feedback to developers or acquisition staff
- Recognition of operational experience as a source of innovation
- Opportunities to speak directly with decisionmakers about what works and what doesn't





Government – Enlisted

Title	Day	Time	Location	Event Type
Beyond the Hype: AI Framework for Training	Monday	12:45–14:15	330EF	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
Modern & Emergent Technologies for SOF Readiness	Tuesday	14:00-17:30	330AB	Signature Event
Exhibitor Networking Event	Tuesday	17:30-18:30	Exhibit Hall	Special Event
SIM 3: Cyber Integration for M&S	Wednesday	08:30-10:00	320B	Technical Papers
Electromagnetic Spectrum Impacts on DOD Training	Wednesday	10:30-12:00	330EF	Focus Event
PSMA 5: Fast Track: Accelerating Defense Learning and Acquisition	Wednesday	13:30-15:00	320D	Paper Session
Joint Development, Education, and Training Panel	Wednesday	15:30-17:00	330CDGH	Signature Event
Push & Pull – S&T for Future Training Environments	Thursday	08:30-10:00	330CDGH	Focus Event
HPAE 6: Cognition Under Fire: Training for Chaos, Designing for Clarity	Thursday	10:30-12:00	320C	Technical Papers
Serious Games Showcase	Thursday	13:00	Innovation Showcase	







Government – Acquisitions Professional





• Experience: 8-25 yrs

• Role: COR

• Direct Reports: 3-15 Acquisition

Contracting

Requirements

Motivation to Attend

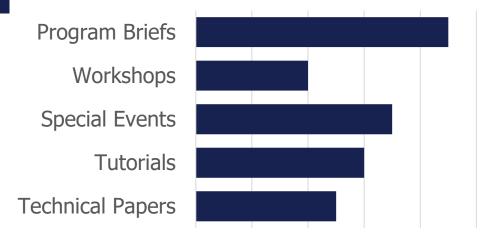
To gain clarity on technical maturity, user needs, and solution viability in order to write better requirements, manage risk, and deliver effective training capabilities through the acquisition lifecycle. She's also looking to connect with industry partners, stay up to date on policy changes, and identify tools or processes that support smarter, faster procurements.

"I'm here to understand what's possible, what's ready, and how to get it into the hands of the warfighter."

Biography

Michelle Tran is a civilian program manager overseeing the procurement of virtual training systems for the Air Force. She attends I/ITSEC to evaluate solutions from an acquisition-readiness perspective—what's affordable, supportable, exportable, and responsive to evolving training needs. Michelle also uses the event to check in with performers, meet potential vendors, and compare notes with other acquisition professionals navigating timelines, compliance, and transition pathways.

Interest Level



- Updates on acquisition policy, budgeting cycles, and requirements development
- Opportunities to hear directly from end users and validate operational needs
- Visibility into TRL/MRL levels and test data
- Templates or exemplars for requirement language and evaluation criteria
- Workshops or panels that bridge the tech-tocontracting conversation





Government – Acquisitions Professional

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Title	Day	Time	Location	Event Type
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
ECIT 2: Digital Readiness Reimagined: Twins, Sims, and the Synthetic Edge	Tuesday	14:00–15:30	320C	Technical Papers
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
Acquisition Transformation – The Convergence of Test & Training	Wednesday	08:30-10:00	330EF	Community of Interest
PM TRASYS – Acquisition Update	Wednesday	10:30-12:00	330AB	Program Brief
PSMA 5: Fast Track: Accelerating Defense Learning and Acquisition	Wednesday	13:30–15:00	320D	Technical Papers
USSF Operational Test & Training Infrastructure Acquisition Update	Wednesday	15:30–17:00	330EF	Program Brief
ECIT 9: AI-Driven 3D Environment Reconstruction	Thursday	08:30-10:00	320A	Technical Papers
Army Acquisition Update (TSIS Updates)	Thursday	11:00-15:00	330CDGH	Program Brief







Government – Civilian (Early-Career)





• Experience: 1-5 yrs

• Role: Project Analyst

• Direct Reports: 0-3

Founder

Early-Stage

Innovator

Motivation to Attend

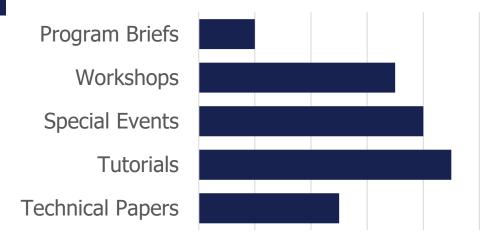
To better understand the broader acquisition, technology, and training environment they're supporting and connect the dots between his daily work and mission outcomes. He's eager to learn from experts, explore technologies firsthand, and find ways to grow professionally within his agency and the wider M&S community.

"I want to see the full picture—how what I do fits into the larger Navy training mission."

Biography

Cameron Ellis is a junior program analyst at NAWCTSD supporting simulator acquisition for naval aviation. This is his first I/ITSEC, and they're attending as part of a professional development initiative for early-career civilians. Cameron hopes to gain insight into the end-to-end acquisition process, hear directly from users and vendors, and connect with others at a similar career stage. He's excited to learn about the technologies behind the systems he helps manage and bring fresh ideas back to his team.

Interest Level



- Introductory sessions on acquisition, training technologies, and M&S applications
- Curated agenda paths for new government employees
- Networking lounges or meetups for junior civilians
- Opportunities to interact with end users and senior leaders
- Access to tutorials or workshops aligned with career tracks

Government – Civilian (Early-Career)

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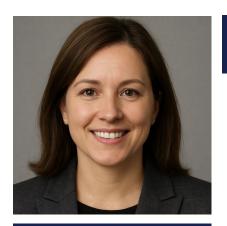
Title	Day	Time	Location	Event Type
Simulated Systems — Real ROI with Application to Future Systems	Monday	08:30-10:00	320F	Tutorial
Accreditation of Simulation-Based Experiments: Beyond the M&S	Monday	10:30-12:00	320E	Tutorial
Building 3D Environments for Simulation: Standards and Best Practice	Monday	12:45–14:15	320G	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
Future Concepts	Tuesday	14:00–15:30	Destination Lounge	Next Big Thing
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
Marine Corps General Officer Panel	Wednesday	08:30-10:00	330AB	Signature Event
PSMA 4: Ctrl+Alt+Delete: Rebooting Defense M&S Standards for the 21st Century	Wednesday	10:30-12:00	320D	Technical Papers
ECIT 7: The AI Playbook: Designing Missions and Forces at Machine Speed	Wednesday	13:30–15:00	320A	Technical Papers
Wearables and Human Sensors	Thursday	08:30-10:00	Destination Lounge	Next Big Thing
Foundations of Artificial Intelligence in Training and Simulation	Thursday	13:00-16:00	230H	Workshop





Government – Civilian (Mid-Career)





- Experience: 10-20 yrs
- Role: Program Analyst
- Direct Reports: 5-25

Technical

Acquisition

Strategy

Motivation to Attend

To stay informed about new capabilities and acquisition priorities, support effective program execution, and help shape the evolution of training solutions through thoughtful collaboration with users and industry. She's invested in long-term mission impact and want to ensure that the programs she manages are aligned with future needs and budget realities.

"My job is turning guidance into results—and I'm here to make sure we're delivering the right capabilities, not just checking boxes."

Biography

Erika Morgan is a mid-career government civilian supporting program execution for synthetic training environments within the Army. She's been to I/ITSEC several times and sees it as essential to keeping her technical and programmatic knowledge current. Erika values opportunities to ask vendors hard questions, compare strategies with other agencies, and mentor early-career teammates she brings along. While not flashy, she's deeply respected and known for getting things done.

Interest Level



- Panels on lifecycle management, cost realism, and government/industry collaboration
- Sessions with real-world outcomes from fielded training systems
- Opportunities to connect with functional counterparts across services
- Networking events that mix senior and junior attendees





Government – Civilian (Mid-Career)

Title	Day	Time	Location	Event Type
An Introduction to Cognitive Systems for Modeling & Simulation	Monday	10:30-12:00	310AB	Tutorial
Architecting Compound AI for Training and Augmenting Human-AI Teams	Monday	12:45–14:15	310CD	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Signature Event
ED 1: From Data Crunch to Combat Punch: Talent, Culture, and Terrain Unleashed	Tuesday	14:00–15:30	320E	Technical Papers
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
Acquisition Transformation – The Convergence of Test & Training	Wednesday	08:30-10:00	330EF	Community of Interest
PM TRASYS – Acquisition Update	Wednesday	10:30-12:00	330AB	Program Brief
Focus Event: Women in Modeling & Simulation	Wednesday	13:30-15:00	330EF	Focus Event
SIM 6: Simulation Platforms & Interoperability Architectures	Wednesday	15:30-17:00	320B	Technical Papers
Focus Event: Push & Pull – Science & Technology for Future Training Environments	Thursday	08:30-10:00	330CDGH	Special Event
ECIT 10: Methods to Training AI to Ensure Integrity of Outcomes	Thursday	10:30-12:00	320A	Technical Papers
Certified M&S Professional 3.0 – Reinvention!	Thursday	13:00-16:00	230G	Workshop

Student



Student

Future Talent

STEM

Motivation to Attend

To explore career paths in defense, simulation, and training, gain exposure to real-world applications of their academic work, and make early connections with potential employers or mentors. She's eager to learn, network, and understand where her skills might fit in the larger M&S ecosystem.

• Experience: 0 yrs

• Role: Grad Student

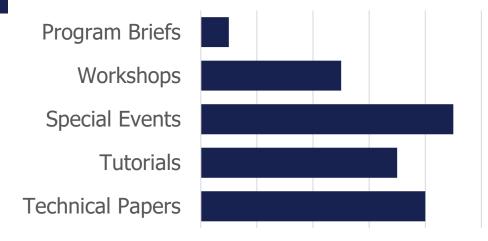
• Direct Reports: 0

"I'm here to see what's out there—and where I could fit in once I graduate."

Biography

Isabella Martinez is a second-year master's student in human systems engineering attending I/ITSEC for the first time as part of a university delegation. She's passionate about human-machine teaming and excited to meet people working on real-world training systems. While she's still figuring out her career path, Isabella wants to see how her coursework connects to defense applications and what internships or job opportunities might exist. She'll attend panels, walk the floor, and talk to anyone willing to share advice.

Interest Level



- Student-focused networking events and career fairs
- Exposure to real-world project briefings and early-career panels
- Opportunities to speak with mentors, recruiters, and younger professionals
- Clear wayfinding for "where to start" and "what not to miss"
- Discounts, travel assistance, or tips on navigating the event affordably



Student

Title	Day	Time	Location	Event Type
Sensory Factors Underlying Cybersickness: Mechanisms and Implications	Monday	08:30-10:00	320D	Tutorial
Harnessing Physiology for Peak Human Performance in Training and Simulation	Monday	10:30-12:00	320F	Tutorial
Beyond the Hype: A Strategic Framework for Keeping Up with AI	Monday	12:45–14:15	330EF	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Special Event
The Future of Healthcare Simulation	Tuesday	14:00-15:30	310C	Focus Event
Best Paper 2	Tuesday	16:00-17:30	330EF	Technical Papers
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
ECIT 3: Saving Time: LLMs for Training Content Creation	Wednesday	08:30-10:00	320A	Technical Papers
ECIT 6: Cognitive Crossroads	Wednesday	10:30-12:00	320G	Technical Papers
NTSA Career Fair at I/ITSEC	Wednesday	13:00–16:00	330EF	Community of Interest
HPAE 5: Words, Waves, and Wanderings: Unconventional Measures of Effective Teamwork	Thursday	08:30-10:00	320C	Technical Papers
Leveraging AI-Enhanced Coding Tools to Rapidly Create & Deploy Web Applications for Naval Training	Thursday	13:00–16:00	331A	Workshop

Academic – Researcher or Professor





• Experience: 10-30 yrs

• Role: Professor

• Direct Reports: 5-20 students Investigator

Research

Mentor

Motivation to Attend

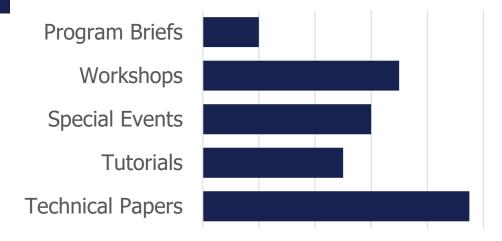
To share cutting-edge research, stay plugged into the applied challenges faced by defense and industry, and explore pathways for transitioning their work into operational use. She also wants to support student development, build interdisciplinary collaborations, and better understand how emerging priorities (like AI, human-machine teaming, or cognitive performance) are being tackled in the field.

"This is where theory meets practice—where I can test ideas and grow partnerships that matter."

Biography

Dr. Aisha Rahman is a cognitive systems professor at a major research university, with active projects funded by DoD, NSF, and industry partners. She attends I/ITSEC to present papers, identify funding opportunities, and maintain relationships with government labs and sponsors. She brings graduate students to help them connect theory to practice and encourages collaboration between her team and system developers. She values the diversity of thought and often returns home with new insights and cross-sector connections.

Interest Level



- Opportunities to present and publish technical papers
- Panels and briefings on research priorities, funding, and transition pathways
- Connections with PMs, SBIR managers, and tech scouts
- Support for student engagement and recognition
- Expo access to see where innovations are headed and how they're applied





Academic – Researcher or Professor

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Title	Day	Time	Location	Event Type
Quantifying Training Value in the Age of Immersive Simulation	Monday	10:30-12:00	330EF	Tutorial
Scenario-Centered Learning: Methods for Situational Training in a Volatile World	Monday	12:45–14:15	320A	Tutorial
Opening Ceremonies & Keynotes	Tuesday	08:00-10:30	Hyatt Windermere Ballroom	Special Event
Senior Leader Panel	Tuesday	10:30-12:00	Hyatt Windermere Ballroom	Special Event
ECIT 2: Digital Readiness Reimagined: Twins, Sims, and the Synthetic Edge	Tuesday	14:00–15:30	320C	Technical Papers
Exhibitor Networking Event	Tuesday	17:00-18:30	Exhibit Hall	Special Event
Spatial Computing and World Modeling	Wednesday	10:30-12:00	Destination Lounge	Next Big Thing
Training & Readiness Accelerator II (TReX II)	Wednesday	13:30-15:00	310CD	Focus Event
HPAE 4: Sassy Assessments with Multi-Modal Measurement	Wednesday	15:30-17:00	320C	Technical Papers
HPAE 6: Cognition Under Fire: Training for Chaos, Designing for Clarity	Thursday	10:30-12:00	320C	Technical Papers
Neuroscience Techniques to Accelerate and Enhance Training Through Personalization: A Focus on EEG, fNIRS, and Eye Tracking Biometrics	Thursday	13:00–16:00	210B	Workshop





