DATE AND TIME	LOCATION
April 21, 2026	Constitution Center 400 7th St, SW, Washington D.C. 20024

aspr.hhs.gov/IBMSC

Time	Agenda
8:00-8:35 AM	**Registration**
8:35-8:40 AM	**Welcome (and intro of Arlene Joyner, Deputy Assistant Secretary (DAS) and Director):** Wayland Coker, Acting Deputy Director, IBMSC
8:40-8:45 AM	**Welcome:** Arlene Joyner, Deputy Assistant Secretary (DAS), Director, IBMSC
8:45-9:15 AM	**Opening Plenary: Protect and Enhance the Medical Industrial Base – Our National Imperative** John Knox, Principal Deputy Assistant Secretary, ASPR, U.S. Department of Health and Human Services (HHS) Remarks (Confirmed; ASPR PDAS John Knox Introduces HHS Deputy Secretary) Congressman Buddy Carter Remarks Rujul Desai, Senior Counselor CMS **Themes:** Lessons from the pandemic and global supply disruptions Medical manufacturing as a preparedness and national security asset Purpose and desired outcomes of the MMIDS conference **Outcome:** Unified understanding of urgency, scope, and expectations.
9:15-10:15 AM	**Plenary I: State of the U.S. Medical Manufacturing Industrial Base** **Moderator:** Wayland Coker, Acting Deputy Director, IBMSC **Panelists:** Dr. Merlynn Carson, Deputy Under Secretary of Defense for Personnel & Readiness (OUSW P&R), Office of the Under Secretary of War for Personnel & Readiness (OUSW P&R), U.S. Department of War (DOW) Rujul Desai, Centers for Medicare & Medicaid Services (CMS) Grace Graham, Deputy Commissioner, Office of Policy, Legislation, and International Affairs (OPLIA), U.S. Food and Drug Administration (FDA) Arlene Joyner, Deputy Assistant Secretary, Director, Center for Industrial Base Management and Supply Chain (IBMSC), Administration for Strategic Preparedness and Response (ASPR) Michael Stumo, Associate Director for Economic Policy, Office of Management and Budget (OMB) - Made In America Office, The Executive Office of the President (EOP) Dr. Joel Zinberg, Special Assistant to the President for Economic Policy, National Economic Council (NEC), The Executive Office of the President (EOP) **Topics:** Current domestic capacity and critical gaps Foreign dependency and single-point-of-failure risks Workforce and infrastructure constraints **Outcome:** Common baseline to inform track-level discussions.

10:15-10:30 AM	**Break & Track Transition**
10:30–12:00 PM	**Concurrent Working Tracks – Session I** **Track A: Industrial Base Capacity & Resilience (Location: Auditorium)** **Facilitator and Content Lead:** Joseph Hamel, Senior Advisor, IBMSC **Technical Host:** Larry Blankenship, Management and Program Analyst, IBMSC **Focus:** What gaps/deficiencies exist domestically to respond in a crisis. **Panelists:** Anna Brown, Ph.D., Industrial Strategy Lead, Office of Management and Budget (OMB) Dr. Eric Edwards, Chief Executive Officer, Phlow Corporation Naomi Escoffery, Defense Health Agency (DHA) Robert "Bob" Huffman, Biomedical Advanced Research and Development Authority (BARDA) Destiny Vasbinder, Supervisory Program Analyst, VHA Office of Acquisitions, U.S. Department of Veterans Affairs (VA) **Discussion Topics:** Critical manufacturing capabilities and inputs Surge capacity and warm-base sustainment Procurement and demand signaling Role of DPA and long-term offtake agreements **Deliverable:** Identified gaps and deficiencies in domestic capacity and resilience
10:30–12:00 PM	**Track B: Innovation, Advanced Manufacturing, and Workforce (Location: Conference Room C)** **Facilitator:** Sushma Savarala, Ph.D., Interdisciplinary Scientist, IBMSC, Office of Enabling Innovations & Technologies (OEIT) **Content Lead:** Sushma Savarala, Ph.D., Interdisciplinary Scientist, IBMSC, Office of Enabling Innovations & Technologies (OEIT) **Technical Host:** Rodrigo Molina **Focus:** Where are the gaps/deficiencies to ensuring the industrial base is modern, efficient, and scalable. **Panelists:** Matthew Callesen, Vice President of Quality, Mark Cuban Cost Plus Drug Company, PBC (MCCPDC) Erik Edwards, Ph.D., Principal Materials Scientist, Battelle Memorial Institute Adam Fisher, Director, Enterprise Project Staff, Office of Pharmaceutical Quality (OPQ), U.S. Food and Drug Administration (FDA) Dennis Hall, Vice President, Advanced Manufacturing Technologies, United States Pharmacopeia (USP) Luke Rogers, Ph.D., Chief Strategy Officer and Co-Founder, Skellig Manufacturing Dr. Christina Smolke, Chief Executive Officer and Co-Founder, Antheia **Discussion Topics:** Advanced and continuous manufacturing adoption Workforce development and credentialing Shared infrastructure and testbeds Technology transfer and scale-up challenges **Deliverable:** Identified gaps and deficiencies in innovation, advanced manufacturing, and the domestic workforce protection of intellectual property

Track C: Policy, Funding and Market Incentives
(Location: Conference Room A & B)
Facilitator: Wayland Coker, Acting Deputy Director, IBMSC
Content Leads: Paige Ezernack, Director, IBMSC, Office of Defense Production Act & Emergency Response Authorities (ODPAERA)
Matt Humbard, Ph.D., Director, IBMSC, Office of Critical Medical Equipment (OCME), Office of Testing & Diagnostics (OTD)
Technical Leads: Kyle Sprow, Program Analyst, IBMSC and Elaina DiCorpo, Senior Business Analyst, IBMSC
Focus: Where are the gaps in policy and capital to enable long-term industry growth and sustainability?
Panelists:

Jennifer Alton, MPP, President, Pathway Policy Group
Robert Orr, Deputy to the Associate Director of Economic Policy, Office of Management and Budget (OMB)
Mir Sadat, Ph.D., Policy Strategist, Office of Management and Budget (OMB) / Navy
Jonathan Ward, Senior Policy Advisor, U.S. Department of State (DOS)

Discussion Topics:

Grants, tax incentives, loans, and funding tools
Federal and state coordination
Market access and competitiveness
Barriers for small and mid-sized manufacturers

Deliverable:
Gaps and deficiencies in policy, funding, and market incentives
Business plans, capitalization reports, and deliverables

Lunch

Remarks from Nikki Bratcher-Bowman, Chief Operating Officer, ASPR

Plenary II:
Robert Nichols, U.S. Department of Commerce (DOC)
Topic
Presentation: Final Report of Commerce/BIS and ASPR/IBMSC API Domestic Survey

Concurrent Working Tracks – Session II
Track A: Industrial Base Capacity & Resilience (Continued) (Location: Auditorium)
Facilitator: Joseph Hamel, Senior Advisor, IBMSC, Office of Enabling Innovations & Technologies (OEIT)
Content Lead: Matt Humbard, Ph.D., Director, IBMSC, Office of Critical Medical Equipment (OCME), Office of Testing & Diagnostics (OTD)
Technical Host: Larry Blankenship, Management and Program Analyst, IBMSC
Focus: Sustainability and execution priorities
Panelists:

Jon Horbaly, Chief Financial Officer, Mark Cuban Cost Plus Drug Company, PBC (MCCPDC)
Tracey Perez Koehlmoos, Ph.D., MHA, Uniformed Services University of the Health Sciences (USUHS)
Dr. Taryn Rose, Defense Advanced Research Projects Agency (DARPA)

Topics:

Geographic diversification and regional hubs
Supplier visibility and data sharing
Stockpile integration and sustainment economics

Deliverable:
Prioritization of domestic capacity and resilience needs

2:00-3:30 PM	**Track B: Innovation, Advanced Manufacturing & Workforce (Continued)** **(Location: Conference Room C)** **Facilitator:** Jaison Eapen, Director, IBMSC, Office of Enabling Innovations & Technologies (OEIT) **Content Lead:** Sushma Savarala, Ph.D., Interdisciplinary Scientist, IBMSC, Office of Enabling Innovations & Technologies (OEIT) **Technical Host:** Rodrigo Molina **Focus:** Priorities to ensuring the industrial base is modern, efficient, and scalable. **Panelists:** Bikash Chatterjee, President and Chief Science Officer, United States Pharmacopeia (USP) Robert Fisher, Ph.D., Acting Director, Office of Public Health Preparedness and Response (OPHPR), U.S. Food and Drug Administration (FDA) Dr. Andrew Magyar, Co-Founder and Chief Technology Officer, Capra Biosciences Tony Quinones, Founder and Chief Executive Officer, Bright Path Laboratories (BPL) Kathi Rinesmith, Registered Pharmacist, Aprecia Molly Weaver, Ph.D., Chief Operating Officer, ApiJect **Topics:** FDA regulatory modernization and flexibility Manufacturing quality systems Workforce scale and retention **Deliverable:** Prioritization of innovation, advanced manufacturing and workforce needs
2:00-3:30 PM	**Track C: Policy, Funding & Market Incentives (Continued)** **(Location: Conference Room A & B)** **Facilitator:** Wayland Coker, Acting Deputy Director, IBMSC **Content Lead:** Paige Ezernack, Director, IBMSC, Office of Defense Production Act & Emergency Response Authorities (ODPAERA) **Technical Leads:** Kyle Sprow, Program Analyst, IBMSC and Elaina DiCorpo, Senior Business Analyst, IBMSC **Focus:** What are the priorities regarding gaps in policy and capital to enable long-term industry growth and sustainability? **Panelists:** Jennifer Alton, MPP, President, Pathway Policy Group Courtney Knupp, Senior Advisor to the Deputy Secretary, National Security Council, The Executive Office of the President (EOP) Jonathan Ward, Senior Policy Advisor, Office of Policy Planning, U.S. Department of State **Topics:** Long-term federal commitments Trade, export, and allied supply chains Metrics and accountability **Deliverable:** Prioritization of policy, funding, and market incentive needs
3:30-3:45 PM	**Break & Reconvene**

3:45-4:00 PM	**Digital Stockpile and Manufacturing Response Network (DS-MRN):** Wayland Coker, Acting Deputy Director, IBMSC
4:00-4:30 PM	**Summary and Closing Remarks:** Arlene Joyner, Deputy Assistant Secretary, Director, IBMSC **Message:** Reinforce partnership and accountability Commit to translating dialogue into action

On behalf of ASPR's Center for Industrial Base Management and Supply Chain (IBMSC), welcome to the Industry Summit for the U.S. Medical Manufacturing Industrial Development Strategy (MMIDS).

Today, we are going to work to begin the development of the first-ever HHS industrial base strategy framework: the U.S. Medical Manufacturing Industrial Development Strategy, or the MMIDS.

MMIDS will be a roadmap for how we strengthen the nation's medical manufacturing ecosystem, reduce vulnerabilities in critical supply chains, and ensure that the United States industrial base is better prepared to respond to future public health emergencies.

For the first time, ASPR is establishing a coordinated national approach to strengthen, modernize, and sustain the U.S. medical and pharmaceutical industrial base as a critical national security asset.

The MMIDS strategy is designed to move us from a reactive posture to a proactive one. And, more importantly, unite government and industry around a shared roadmap for strengthening the nation's medical domestic supply chain. Our goal is to together create a plan that will help us reduce strategic dependence on global supply chains and strengthen domestic capacity where it matters most—right here in the USA.

We need to know where the barriers exist, where investments are needed, what capabilities must be strengthened, and where innovation can help us move faster and smarter. But, don't just focus on what isn't working, let's also talk about where opportunities exist.

Together, we can strengthen the nation's industrial base and advance domestic resilience.

Thank you for being here, thank you for your partnership, and thank you for helping to shape this important work.

Sincerely,

Arlene Joyner, Deputy Assistant Secretary
Director, Center for Industrial Base Management and Supply Chain
HHS Administration for Strategic Preparedness and Response

Speaker Biographies

U.S. Representative Earl L. "Buddy" Carter, R-GA

Earl L. "Buddy" Carter is an experienced businessman, health care professional and faithful public servant. For over 32 years Buddy owned Carter's Pharmacy, Inc. where South Georgians trusted him with their most valuable assets: their health, lives and families. While running his business, he learned how to balance a budget and create jobs. He also saw firsthand the devastating impacts of government overregulation which drives his commitment to ensuring that the federal government creates policies to empower business instead of increasing burdens on America's job creators.

A committed public servant, Buddy previously served as the Mayor of Pooler, Georgia and in the Georgia General Assembly where he used his business experience to make government more efficient and responsive to the people. Buddy is serving his sixth term in the United States House of Representatives and is a member of the House Energy and Commerce (E&C) Committee and the House Budget Committee. As a pharmacist serving in Congress, Buddy is dedicated to working towards a health care system that provides more choices, less costs and better services.

A lifelong resident of the First District, Buddy was born and raised in Port Wentworth, Georgia and is a proud graduate of Young Harris College and the University of Georgia where he earned his Bachelor of Science in Pharmacy. Buddy married his college sweetheart, Amy. Buddy and Amy have three sons, three daughters-in-law and eight grandchildren.

John Knox, Principal Deputy Assistant Secretary, ASPR

John Knox is a dedicated public servant with over 34 years of experience in emergency response, disaster management, and public health advocacy. He began his career with the Los Angeles County Sheriff's Department as a Reserve Deputy Sheriff, where he honed his skills in law enforcement, search and rescue, and inter-agency collaboration. Building on this foundation, John transitioned to the fire service, serving as a firefighter and paramedic with the Los Angeles Fire Department. Today, John serves as the Principal Deputy Assistant Secretary at the Administration for Strategic Preparedness and Response within the U.S. Department of Health and Human Services. Over the years, his career has spanned leadership roles that reflect his commitment to resilience, teamwork, and community service.

A proud father of two daughters, John's life is anchored in faith, family, and integrity. His experiences as a father have deepened his understanding of the importance of informed decision-making and health choices, inspiring his dedication to advocating for fairness and opportunity for all. This family-centered approach informs his leadership style, emphasizing trust, honesty, and action in every endeavor.

Nikki Bratcher-Bowman, Deputy Assistant Secretary and COO, HHS Administration for Strategic Preparedness and Response (ASPR)

Mrs. Nikki Bratcher-Bowman is the Principal Deputy Assistant Secretary for Preparedness and Response and Chief Operating Officer for HHS ASPR.

Mrs. Bratcher-Bowman served as the Acting Assistant Secretary for the Administration for Strategic Preparedness and Response from January through June 2021. During that time, she led ASPR as it continued to respond to the COVID-19 pandemic by expanding the use of monoclonal antibody therapeutics; deploying responders from the National Disaster Medical System (NDMS) to serve in hard-hit areas of the country; and continuing to develop, procure, and deploy the medical countermeasures needed to respond to the pandemic.

Mrs. Bratcher-Bowman led the transformation and modernization of ASPR operations and services. She led communications strategy, budget, acquisitions and congressional oversight. She has served as the Executive Officer of the Office of Intergovernmental and External Affairs (IEA) within HHS. She was responsible for managing and leading IEA's budget and financial resources, human resources, information technology, facilities management, travel programs, contracts and acquisitions, records management, emergency preparedness and safety,

freedom of information act oversight, ethics, and information resources across a geographically dispersed organization. With broad experience in the federal sector, her work has spanned operations, human capital, performance optimization, organizational efficiency and effectiveness, and policy.

Mrs. Bratcher-Bowman has worked within HHS for more than 32 years and has held other positions, including Chief Operating Officer, Senior Advisor, Senior Dispute Resolution Specialist, Labor Relations, Employee Relations Officer, Policy Advisor and Budget Analyst. She is a seasoned collaborative relationship-builder, effective manager, and multi-audience communicator, with experience working in complex organizations and with federal, state, local and tribal officials and public policy groups.

Mrs. Bratcher-Bowman has received numerous awards and recognition for her leadership and service, including the HHS Secretary's Award for Excellence in Management - one of the highest honors given at HHS. Mrs. Bratcher-Bowman is a graduate of the Federal Executive Institute and Liberty University.

Arlene Joyner, Deputy Assistant Secretary, IBMSC

Ms. Arlene Joyner is the Director of the Center for Industrial Base Management and Supply Chain for the Administration for Strategic Preparedness and Response (ASPR) within the U.S. Department of Health and Human Services (HHS). In this role, she is responsible for leading HHS efforts on Advanced Manufacturing Technologies, Personal Protective Equipment, Testing and Diagnostics, and Supply Chain Optimization.

Ms. Joyner's previous roles within ASPR include Deputy Director for the Pharmaceutical Countermeasures Infrastructure Division and Branch Chief for the Pharmaceutical Countermeasure Infrastructure (PCI) Department within the Center for the Biomedical Advanced Research and Development Authority (BARDA) where she started her federal service 11 years ago in 2011. Prior to joining ASPR, Ms. Joyner worked for six years at Merck and Company in Quality Auditing and Vaccine Manufacturing Operations, and 16 years at Baxter Vaccines Division as a Manufacturing Manager, Materials Management and Supply Chain Manager, and Manufacturing Operations Director.

Ms. Joyner holds a Bachelors degree in Chemical Engineering from Penn State University and a Master of Science in Chemical Engineering from Villanova University.

Rujul Desai is currently Senior Counselor to the Administrator for the Centers for Medicare & Medicaid Services and the former HHS Deputy General Counsel and Chief Legal Officer of CMS

Rujul Desai is currently Senior Counselor to the Administrator for the Centers for Medicare & Medicaid Services and the former HHS Deputy General Counsel and Chief Legal Officer of CMS. Prior to these senior government service roles, Rujul was a Partner at Covington & Burling's Washington, DC office, where he was a member of the Health Care and Digital Health Practice Groups. During his time at Covington, he advised leading life science and technology companies on novel contracting, compliance, and policy issues related to drug pricing, market access, and reimbursement. Rujul has decades of experience advising on the complex system of federal and state laws governing the healthcare industry. His experience includes navigating legal and policy risks involving new product launches, government and commercial pricing, PBM and payer formulary access, value-based contracting, GPO and supplier arrangements, patient access and hub services, affordability programs, e-prescribing, telehealth, digital health, and the use of health economic data and modeling. He is a veteran of the U.S. Army Medical Service Corps (Captain Retired) and served on active duty in Iraq.

IBMSC Leadership & Offices

Arlene Joyner

Deputy Assistant Secretary
Director, Center for Industrial Base Management and Supply Chain
HHS Administration for Strategic Preparedness and Response

Ms. Arlene Joyner is the Director of the Center for Industrial Base Management and Supply Chain for the HHS ASPR. In this role, she is responsible for leading HHS efforts on Advanced Manufacturing Technologies, Personal Protective Equipment, Testing and Diagnostics, and Supply Chain Optimization.

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Wayland Coker, Director, Supply Chain Optimization (SCO)

The role of the SCO office is to create a program of activity that seeks the most vulnerable healthcare and public health supply chains within the U.S. and identify courses of action to mitigate risks of disruption, lessen supply chain vulnerabilities, and increase our national medical supply chain resilience.

SCO's efforts help ensure our national HPH sector capacities are preserved, economically viable, resistant to disruption, and kept competitive in the global marketplace so that these producers/distributors are ready to respond to the next emergency when called upon .

Jaison Eapen, Director, Enabling Innovations and Technology (EIT)

The EIT office is a component of IBMSC that significantly contributes to strengthening the Domestic U.S. manufacturing capabilities and ensuring resilient supply chain for public health emergencies. EIT leads the efforts to enable, engage and enhance domestic supplies of and improved access to critical drug substances and drug products. The office advances the development and deployment of platform technology that 1) enables on-demand, continuous cGMP compliant production of pharmaceuticals, and 2) enables distributed on-demand production of cGMP-compliant supportive care fluids. Continuing innovation, development, and commercial deployment of these platforms will enable distributed domestic drug substance and drug product manufacturing. At the same time, these platforms will help strengthen supply chain resilience, grow the bioeconomy, and deploy increasingly renewable and sustainable pharmaceutical resources capable of immediately responding to surges in demand caused by public health emergencies.

Paige Ezernack, Director, Defense Production Act and Emergency Response Authorities (DPA-ERA)

The DPA-ERA office leads, manages, and centralizes ASPR-related legal and legislative requirement activities. This Branch also functions as the HHS DPA Title I, III and VII office. The DPA-ERA Branch manages the authorities listed above on behalf of HHS and the Secretary. Leveraging these essential DPA authorities and the legislative mandates helps better prepare for, and respond to, public health emergencies like COVID-19, and infant formula shortages. These subject matter experts also engage with stakeholders across the health resource supply chain to identify constraints and challenges.

Joseph Hamel, Senior Advisor, Enabling Innovations and Technology (EIT)

The EIT office is a component of IBMSC that significantly contributes to strengthening the Domestic U.S. manufacturing capabilities and ensuring resilient supply chain for public health emergencies. EIT leads the efforts to enable, engage and enhance domestic supplies of and improved access to critical drug substances and drug products. The office advances the development and deployment of platform technology that 1) enables on-demand, continuous cGMP compliant production of pharmaceuticals, and 2) enables distributed on-demand production of cGMP-compliant supportive care fluids. Continuing innovation, development, and commercial deployment of these platforms will enable distributed domestic drug substance and drug product manufacturing. At the same time, these platforms will help strengthen supply chain resilience, grow the bioeconomy, and deploy increasingly renewable and sustainable pharmaceutical resources capable of immediately responding to surges in demand caused by public health emergencies.

Matt Humbard, Director, Testing and Diagnostic (TDx)
Acting Director, Critical Medical Equipment (CME)

Previous pandemics made it abundantly clear how important a robust and resilient public health industrial base is to ensuring the health and security of the nation. IBMSC aims to build a diverse, agile public health supply chain and sustain long-term U.S. manufacturing capabilities by investing in medical product Industrial Base Expansion (IBx) capacities that enable the United States to respond to health emergencies.

Featured Panelists

Jenn Alton

Jenn Alton is President of Pathway Policy Group, a public policy, strategic advisory and advocacy consulting firm. She is a recognized leader in policy design and public health advocacy, bringing more than two decades of experience across senior corporate and federal government roles. Jenn advises senior leaders in the private, non-profit and public sectors on external affairs strategies and organizational structure, including government relations, coalition building, and strategic communications. She also serves as a member of the CSIS Bipartisan Alliance for Global Health Security.

Jenn previously served on Capitol Hill as Public Health Policy Director on the U.S. Senate Health, Education, Labor, and Pensions Committee for Senator Richard Burr. She led the development and negotiation of major public health legislation, including the bipartisan Pandemic and All-Hazards Preparedness Act, which strengthened the nation's health security posture and created two cornerstone offices at the Department of Health and Human Services (HHS): the Biomedical Advanced Research and Development Authority (BARDA) and the Assistant Secretary for Preparedness and Response (ASPR).

In the biotechnology sector, Jenn led the establishment of the U.S. government affairs office for a multinational company developing vaccines for infectious diseases and cancer immunotherapies. As Vice President of Public Policy and Government Affairs, she oversaw federal policy strategy, political advocacy, public affairs, alliance development, and trade association engagement for eight years.

Anna Brown

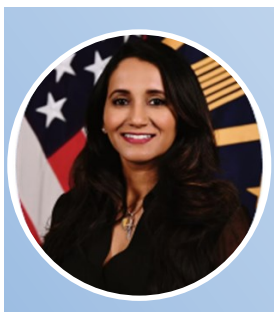
Anna Brown has a PhD in political economy from MIT and leads the Industrial Strategy team in the OMB Made in America Office, which harnesses Federal spending, trade, and other policy levers to revitalize American industries from pharmaceuticals to submarines. She has spent two decades working across industry, government, and academia to foster resilient economic development.

Matthew Callesen

Matthew Callesen is an accomplished pharmaceutical operations and quality executive with over 25 years of experience spanning the life sciences and chemical industries. As the Vice President of Quality at Mark Cuban Cost Plus Drug Company, PBC, Matt spearheads quality strategy and regulatory compliance, advancing the company's mission to disrupt the pharmaceutical industry through radical transparency and improved medication affordability. Additionally, he serves as the Technical Lead for the DARPA/ASPR EQUIP-A-Pharma project.

Before joining Cost Plus Drugs in early 2024, Matt held several senior leadership positions at Alcon, most recently as Head of Quality for Aseptic Manufacturing Facilities, where he oversaw both domestic and international operations. His extensive career also includes directing qualification and compliance strategies for Novartis, as well as pivotal engineering and project management roles at LyondellBasell and Jacobs Engineering, where he managed the fabrication of petroleum processing modules for remote Alaskan oilfields.

Matt holds both a Bachelor of Science and a Master of Engineering in Mechanical Engineering from The University of Texas at Arlington.



Dr. Merlynn Carson

Dr. Merlynn Carson is the Senior Advisor and Chief of Staff for the Office of the Under Secretary of War for Personnel and Readiness.

A physician turned entrepreneur, Dr. Carson brings clinical expertise, healthcare systems insight, and public policy acumen, complemented by years of leadership experience in the health, data, and technology sectors.

Prior to her appointment, Dr. Carson founded and led a multi-million dollar firm delivering innovative solutions at the intersection of healthcare, technology, and data. Her work has earned her recognition on the Inc. 5000 list, along with numerous accolades, including Baltimore's 35 Under 35, the Smart CEO Award, and the Moxie Award for boldness in business. Dr. Carson was also named a "Rising Star" by both the Living Classrooms Foundation and The Baltimore Business Journal for her professional achievements and philanthropic impact.

Dr. Carson has served on multiple nonprofit boards and advisory committees.

Bikash K. Chatterjee

Mr. Bikash K. Chatterjee has more than 35 years of experience in the pharmaceutical, biosciences, and medical device/diagnostic industries. He has held senior management positions in operating companies for more than three decades and has been involved in the advancement of new drug modalities and manufacturing principles for most of his career. He has developed and successfully brought multiple drug and product platforms through the FDA regulated development process to US market. He has successfully designed and implemented Quality, regulatory and CMC strategy for organizations in the US, Europe and Asia. Mr. Chatterjee holds multiple certifications including Lean Six Sigma Master Black Belt.

Mr. Chatterjee has published over 230 articles and editorials throughout his career in peer reviewed journals. He has recently authored a book entitled "Applying Lean Six Sigma in Pharmaceutical Industry" produced by Gower Publishing. Mr. Chatterjee holds a BA in Biochemistry and a BS in Chemical Engineering from the University of California at San Diego.

Dr. Eric Edwards

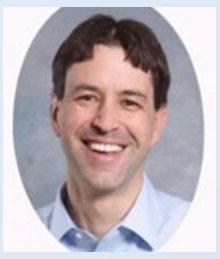
Dr. Eric Edwards is co-founder and chief executive officer of Phlow Corp., a pioneering public benefit pharmaceutical corporation. As CEO, Dr. Edwards has assembled an exceptional, mission-driven team committed to providing a solution to the broken essential medicines supply chain and over-reliance on foreign manufacturers for our Nation's highest priority medicines.

Dr. Edwards was previously co-founder of Kaléo, Inc. a pharmaceutical company in Richmond, VA. During his 16 years at Kaléo, he held several executive management positions including Chief Science Officer where he was responsible for overall scientific strategy and all pharmaceutical development programs; Chief Medical Officer responsible for developing a medical affairs team and capability while operationalizing the Company's clinical program strategy; and Vice President – Innovation, overseeing Kaleo's research and development pipeline and overall new product strategy.

Dr. Edwards is the co-inventor of multiple marketed products, including AUVI-Q, epinephrine auto-injector for the treatment of allergic emergencies (anaphylaxis) as well as the Rapid Opioid Countermeasure System (ROCS) naloxone auto-injector designed to protect military personnel and first responders from high-potency opioid exposure. Dr.

Edwards is named on over 215 issued and patent-pending applications and is a published author on numerous scientific publications. He continues to serve his community by volunteering on a local rescue squad, including responding to 911 calls and training paramedics in pre-hospital emergency care.

Dr. Edwards. obtained his B.S. in Biology, Ph.D. in the Pharmaceutical Sciences, and Doctor of Medicine degrees at Virginia Commonwealth University/Medical College of Virginia.



Dr. Erik Edwards

Dr. Erik Edwards has degrees in chemical engineering from Iowa State University and the University of Wisconsin-Madison. After his doctoral work he spent two years at the Max Plank Institute for Colloids and Interfaces in Golm, Germany (Berlin) as an Alexander von Humboldt Fellow. For the past 18 years he has been a principal investigator at Battelle Memorial Institute in Columbus, Ohio leading projects that range from medical device engineering, to process engineering for in-vitro diagnostic consumables, range of programs for the Department of Defense that require expertise at the intersection of materials science, chemistry and chemical engineering.. His work using automated equipment to manufacture in-vitro diagnostic consumables has recently transitioned, through the DARPA's RIDE program to developing equipment to improve on the consistency of energetics produced at the research phase of development. He has also served as a principal investigator on DARPA's EQUIP-A pharma program which seeks new ways to produce critical medicines at the time of need.

Adam Fisher

Adam Fisher is the Director, Enterprise Project Staff in the Office of Pharmaceutical Quality (OPQ) in the Center for Drug Evaluation and Research (CDER) at the U.S. FDA, where he leads initiatives that advance pharmaceutical quality and manufacturing. Dr. Fisher chairs CDER's Emerging Technology Program which provides FDA engagements on technical and regulatory issues for novel technologies prior to filing regulatory submissions. He previously created and led CDER's Framework for Advanced Manufacturing Evaluation (FRAME) initiative which addresses the regulatory framework that supports the adoption of advanced manufacturing technologies. At FDA, Dr. Fisher has served as a primary and secondary reviewer of Abbreviated New Drug Applications (generics) and Drug Master Files, a Team Lead, a subject matter expert on complex drug substances and advanced biomanufacturing, and a liaison to the United States Pharmacopeia BIO1 Expert Committee. He joined the FDA in 2014 as a chemical engineer with expertise in the synthesis of biomolecules. Prior to joining FDA, Dr. Fisher's work focused on the microbial production of proteins and glycoproteins. He was co-founder and Chief Science Officer of a startup company developing microbial technologies for producing glycoproteins. He earned his B.S. degree from the University of Maryland College Park (Chemical Engineering) and his Ph.D. from Cornell University (Chemical & Biomolecular Engineering).

Dr. Robert W. Fisher

Dr. Robert W. Fisher is the Acting Director of the FDA's Office of Public Health Preparedness and Response (OPHPR), where he leads the agency's efforts to coordinate interagency policy and programs supporting counterterrorism, emerging threats, and the development of medical countermeasures for chemical, biological, radiological, and nuclear (CBRN) threats.

Dr. Fisher returned to the FDA in January 2025 following a tour of duty on the National Security Council (NSC) staff as Director for Biodefense and Biotechnology Risk (2023–2025). Prior to his service on the NSC, he served as Senior Advisor for CBRN Threats and Pandemic Influenza at the FDA from 2018 to 2023.

He began his public service career in 2006 as a Staff Fellow at the FDA's Center for Biologics Evaluation and Research and later transitioned to a Staff Scientist position. He then took on the role of Director of the Medical Countermeasures Initiative within FDA's Office of Counterterrorism and Emerging Threats. Following this, Dr. Fisher held leadership positions at the Office of the Assistant Secretary for Preparedness and Response, including Director of Special Projects and Senior Strategic Information Officer.

Dr. Fisher holds a Ph.D. in Toxicology from the University of North Carolina at Chapel Hill and a B.S. in Biology from the University of North Carolina at Pembroke. He completed postdoctoral research on filovirus and poxvirus pathogenesis at the U.S. Army Medical Research Institute of Infectious Diseases as a National Research Council Research Associate. He also holds a certificate in Biohazardous Threat Agents and Emerging Infectious Diseases from Georgetown University.

Grace Graham

Grace Graham is the Deputy Commissioner for Policy, Legislation, and International Affairs. In this role, she leads the Office of Policy, Legislation, and International Affairs (OPLIA), which serves as the FDA's focal point for engagement with the U.S. Congress, the Administration, global counterparts and partners, and state, local, territorial, and tribal policymakers.

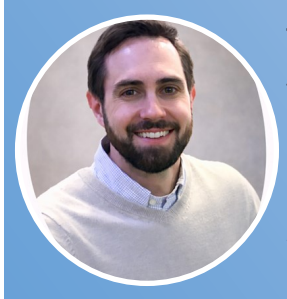
Immediately before coming to the FDA, Grace served as Chief Health Counsel for the Energy and Commerce Committee (E&C) in the U.S. House of Representatives, where she worked on the 2022 User Fee Reauthorization and other health care matters under the scope of the committee. Prior to that, Mrs. Graham served as Health Policy Director for the U.S. Senate Committee on Health, Education, Labor and Pensions (HELP), working on User Fee Legislation, 21st Century Cures laws, the Substance Use-Disorder Prevention that Promotes Opioid Recovery and Treatment for Patients and Communities (SUPPORT) Act, and other health care legislation. Grace has a Master of Public Policy and Health Policy, as well as a Bachelor of Science in Biomedical Engineering from the University of Virginia Bikash K. Chatterjee.

Dennis Hall

Dennis Hall is Vice President of Advanced Manufacturing Technologies at the United States Pharmacopeia (USP), where he is shaping the future of how medicines are made, tested, and supplied. He leads initiatives that apply advanced manufacturing and quality technologies to solve systemic challenges in drug production and supply chains to strengthen resilience, accelerate innovation, and rebuild U.S. manufacturing competitiveness.

With more than two decades at USP, Dennis has driven transformation across strategy, analytics, manufacturing services, and global growth, consistently turning complex problems into scalable, industry level solutions. He is a founding board member of the Alliance for Building Better Medicine, advancing a national vision for affordable, high quality medicines through next generation manufacturing.

Dennis holds an MBA from the University of Maryland Smith School of Business, a master's degree in education from the College of William and Mary, and a bachelor's degree in physics from Clarion University of Pennsylvania.



Jon Horbaly

Jon Horbaly is a seasoned financial executive and entrepreneur with a track record of innovation and business leadership. He currently is the CFO of Mark Cuban Cost Plus Drug Company, PBC, where he oversees finance and all operational aspects of the business. His work, running a lean and efficient business, supports achieving the company's mission of bringing lower drug costs to patients across America. With a background in finance and entrepreneurship, Jon has founded and led multiple companies, securing patents, developing new technologies, and helping customers across a variety of industries. In 2011, he founded Oxford nanoSystems while completing his Master's in business at Oxford University. He set up the business's labs at the European Space Agency. There he invented and pioneered the commercial development of nanocoatings to not only prevent corrosion, but also to drastically improve heat transfer which was implemented in CERN's Large Hadron Collider, Formula 1 racecars, and domestic heating systems. Earlier in his career, Jon worked at KPMG with Wall Street banks, managing asset valuations and co-developing digital financial products that generated significant profits for the firm. His global experience spans business operations in over 30 countries, and he maintains strong connections within the science and technology sectors. He has a track record of creating and scaling products and businesses. An advocate of servant leadership, Jon is committed to mentorship, team development, and supporting his employees and colleagues and their professional growth. He builds teams with an aim to create a sense of community, accountability, and shared purpose. Jon is a graduate of the College of William & Mary and Oxford University. He is a strategic thinker and expert business modeler known to turn groundbreaking ideas into commercially viable businesses.

Dr. Andrew Magyar is Co-Founder and Chief Technology Officer of Capra Biosciences, where he leads development of a modular, continuous biomanufacturing platform designed to enable cost-competitive domestic production of pharmaceutical ingredients and specialty chemicals. Capra's technology addresses critical supply chain vulnerabilities through its innovative, flexible, scalable, and geographically distributed manufacturing platform.

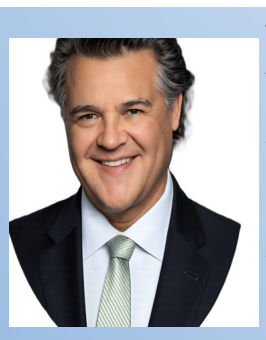
Dr. Magyar has led the design, development and construction of Capra's Sterling, Virginia manufacturing facility and has driven the expansion of Capra's product pipeline to more than ten molecules, including essential medicines such as acetaminophen and aspirin. He is the principal investigator of Capra's HHS/IBMSC-funded CoMPASS project focused on building an AI-enabled pipeline to rapidly develop and scale the manufacture of biologically-derived small molecule APIs. Previously, Dr. Magyar was a Principal Scientist at Draper, where he led over $30 million in programs spanning biotechnology, advanced instrumentation and integrated systems. Dr. Magyar received his Ph.D. in Materials Science from Massachusetts Institute of Technology and completed his postdoctoral research at Harvard University. He currently serves on the Safety and Security Committee for BioMADE, a Manufacturing Innovation Institute sponsored by the US Government.

Robert Orr

Robert Orr is the Deputy to the Associate Director for Economic Policy and Made in America Office at the Office of Management and Budget. Prior to joining OMB, Robert held roles in the U.S. Senate for Senators Vance and Hawley. Robert has also worked in the think tank sector on issues related to economics and health care policy. He earned his BA from Skidmore College and an MA in Economics from George Mason University.

Tracey Pérez Koehlmoos

Tracey Pérez Koehlmoos joined the faculty of the Uniformed Services University in July 2015 in order to lead the development of robust health services and policy research and graduate programs in support of the US Military Health System. She is the Director of the Consortium for Health Services Research and the Director of Doctoral Programs in Public Health. At the National Defense University, she serves as co-director of the Health and National Security concentration. Previously she served as the Special Assistant to the Assistant Commandant of the Marine Corps. With more than 250 publications and multimedia products, Dr. Koehlmoos is a health systems and policy scientist who specializes in leading complex tasks, program development, and capacity building across the spectrum of health systems building blocks. Prior to transitioning to domestic and defense healthcare, she lived and worked in Saudi Arabia, Pakistan, Nepal, Bangladesh and Indonesia. She cut her teeth in public health leading the Health & Family Planning Systems Programme at ICDDR,B in Dhaka Bangladesh. Her research areas of interest include health systems strengthening, value-based care, women's health, pharmaceutical supply chain and safety, systematic review, and Health and National Security. She serves as a senior fellow (non-resident) at the Global and National Security Institute at the University of South Florida and an associate editor at Military Medicine. A former Army Air Defense Artillery officer she is the widow of COL Randall "Moose" Koehlmoos, US Army.



Tony Quinones

Tony Quinones is the founder and CEO of Bright Path, an advanced pharmaceutical manufacturing company focused on strengthening U.S. drug supply resilience. He conceptualized and built Bright Path to translate breakthrough continuous manufacturing technologies into scalable pharmaceutical systems capable of addressing America's persistent drug shortage crisis.

Quinones's commercialization strategy is anchored in a clear principle: sustainable enterprises compete through unique advantages, not uniformity. He emphasizes the strategic value of proprietary data, believing advanced manufacturing technologies should generate defensible operational intelligence with every production run. Influenced by insights from colleagues in his previous role as an early-stage life science VC. This philosophy informs Bright Path's integration of real□time analytics, adaptive process control algorithms, and manufacturing execution systems—creating a continuously learning platform that compounds efficiency, quality, and know□how over time.

This disciplined approach has earned recognition from multiple federal agencies, including the FDA Emerging Technology Program, the National Science Foundation Economic Engine initiative, the Economic Development Administration's Tech Hub designation, and DARPA's EQUIP□A□Pharma program.

Quinones's work sits at the intersection of end to end advanced manufacturing, national security, and health equity. He has spoken at the World Economic Forum on drug traceability in generic manufacturing and served as a delegate to the 2nd Health Equity Forum during the 79th United Nations General Assembly, where he addressed how manufacturing innovation can expand access to life□saving medicines for underserved populations.

Luke Rogers

Luke Rogers, PhD, is Chief Strategy Officer and co-founder of Skellig Manufacturing, where he is building the Internet of Medicines, a networked pharmaceutical manufacturing grid designed to enable recipe portability and national drug surge response. He is a recognized expert in distributed pharmaceutical manufacturing, with over a decade of experience translating cutting-edge science into novel manufacturing architectures and pushing the boundaries of what is possible in how medicines are made and delivered at scale.

Luke holds a PhD in Organic and Medicinal Chemistry from Trinity College Dublin and completed postdoctoral research at MIT under Professor Klavs Jensen, where he worked on continuous pharmaceutical manufacturing. His work sits at the intersection of advanced manufacturing, regulatory strategy, and national health security.

Jon Horbaly

Jon Horbaly is a seasoned financial executive and entrepreneur with a track record of innovation and business leadership. He currently is the CFO of Mark Cuban Cost Plus Drug Company, PBC, where he oversees finance and all operational aspects of the business. His work, running a lean and efficient business, supports achieving the company's mission of bringing lower drug costs to patients across America. With a background in finance and entrepreneurship, Jon has founded and led multiple companies, securing patents, developing new technologies, and helping customers across a variety of industries. In 2011, he founded Oxford nanoSystems while completing his Master's in business at Oxford University. He set up the business's labs at the European Space Agency. There he invented and pioneered the commercial development of nanocoatings to not only prevent corrosion, but also to drastically improve heat transfer which was implemented in CERN's Large Hadron Collider, Formula 1 racecars, and domestic heating systems. Earlier in his career, Jon worked at KPMG with Wall Street banks, managing asset valuations and co-developing digital financial products that generated significant profits for the firm. His global experience spans business operations in over 30 countries, and he maintains strong connections within the science and technology sectors. He has a track record of creating and scaling products and businesses. An advocate of servant leadership, Jon is committed to mentorship, team development, and supporting his employees and colleagues and their professional growth. He builds teams with an aim to create a sense of community, accountability, and shared purpose. Jon is a graduate of the College of William & Mary and Oxford University. He is a strategic thinker and expert business modeler known to turn groundbreaking ideas into commercially viable businesses.

Dr. Taryn Rose

Dr. Taryn Rose is an orthopedic surgeon and serial entrepreneur whose career spans medicine, innovation, and technology commercialization. She currently serves as a Senior Commercialization Advisor at DARPA, where she leverages her expertise in business development to help defense research performers successfully navigate the "valley of death" — the critical gap between early-stage innovation and market viability. In this capacity, Dr. Rose advises companies on business strategy, investor identification, and customer development to ensure that breakthrough technologies reach their intended impact. Prior to her advisory role, Dr. Rose built a distinguished record as a entrepreneur, translating her clinical insight and business acumen into successful ventures.

Mir Sadat

Mir Sadat serves as a Policy Strategist in the Made in America Office at the Office of Management and Budget (OMB) in the Executive Office of the President at the White House. A transformational leader, strategist, problem-solver, and educator specializing in national security, space, defense, and intelligence, he has led military and civilian teams at OMB and the National Security Council at the White House, Department of War, Intelligence Community, academia, and private sector. Known for forging consensus, driving strategic priorities, and resolving complex issues, Mir excels in high-visibility roles supporting key principals and championing high priority policies. He is an active duty Navy Officer with qualifications in intelligence and space. He holds a Ph.D. from the Claremont Graduate University and has completed numerous other high level education programs, to include the Senior Executive Fellow at Kennedy School of Government.

Dr. Christina Smolke,

Christina is a pioneer in synthetic biology and metabolic engineering, where she has over 20 years of experience. As Professor of Bioengineering and Chemical Engineering at Stanford University, her laboratory led the breakthrough research to engineer baker’s yeast to produce some of the most complex and valuable medicines known. Under her leadership, Antheia's advanced biosynthesis platform enables new possibilities for drug discovery and efficient, sustainable, transparent, and on-demand drug manufacturing at scale. Her vision and accomplishments have garnered numerous awards, including the Chan-Zuckerberg Biohub Investigator, NIH Director’s Pioneer Award, Nature’s 10, Novozymes Award for Excellence in Biochemical Engineering, and TR35 Award.

Jonathan Ward

Jonathan Ward serves on at the State Department's Office of Policy Planning where he covers China, India, and the Indo-Pacific region. He is the author of two books on US-China strategic competition.

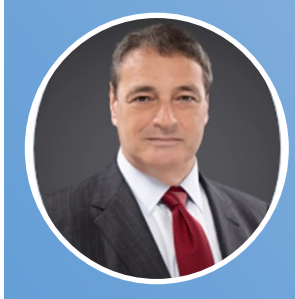
Prior to joining the US Department of State, Dr. Ward was a Senior Fellow at Hudson Institute where he worked on US-China economic competition. Dr. Ward earned his PhD in China-India relations at the University of Oxford. As a subject matter expert, he advised the US Department of Defense on Chinese long-term strategy and briefed numerous US government audiences including at US Strategic Command, US Indo-Pacific Command, the US Department of Commerce, the US Defense Intelligence Agency, US Space Force STARCOM, and the Strategy Division of the US Naval Staff.

Additionally, through a strategy consultancy that he founded, Dr. Ward worked with Fortune 500 companies and financial institutions for nearly a decade, advising American businesses at a leadership level on major power competition and geopolitical risk. He has worked with leading American corporations in technology (hardware and software), manufacturing (space and aerospace, maritime shipbuilding, industrials, engineering, construction, and heavy machinery), finance (long/short equities funds, investment banking, and pensions), and other strategic sectors. He is also a graduate of the Oxford Chicago Valuation Program, a joint program in corporate finance and valuation taught by the University of Chicago's Booth School of Business and the University of Oxford's Said Business School.

Dr. Molly Weaver

Dr. Molly Weaver, Chief Operating Officer at Apiject, is a seasoned industry leader whose leadership and expertise spans strategy, product development, and execution across a broad range of drug delivery systems. This relevant experience has been applied in developing injectable technologies comprising self-injection devices and other injectable platforms, as well as to manage and launch products and commercialization of devices globally, including European and Asian markets.

Prior to Apiject, she most recently served as Vice President for Containment Systems & Portfolio Management at West Pharmaceutical Services where she was responsible for elastomer and container R&D, product packaging and sterilization, and management of more than 30 projects across the full West portfolio of work, including partnership with commercial fill-finish operations. She previously worked at Becton Dickinson & Company and Unilife Medical Corporation. Dr. Weaver holds a Ph.D. in Mechanical Engineering Materials Science from Duke University, an ScB from Brown University, and has published research in top journals in her field.



Joel M. Zinberg, M.D.,

Joel M. Zinberg, M.D., J.D. serves as Special Assistant to the President for Economic Policy (January 2025 –present), bringing a multidisciplinary background in medicine, law, and public policy. He previously led the Public Health and American Well-Being Initiative at the Paragon Health Institute and served as a Senior Fellow at the Competitive Enterprise Institute. From 2017 to 2019, he held dual roles as Senior Economist and General Counsel at the White House Council of Economic Advisers.

Prior to his federal service, Dr. Zinberg practiced general surgery and surgical oncology for over 30 years at Mount Sinai Hospital in New York and taught medico-legal issues, including organ transplantation, for a decade at Columbia University Law School. He earned his M.D. from Columbia University College of Physicians and Surgeons, his J.D. from Yale Law School (Senior Editor, Yale Law Journal), and his B.A. with High Honors from Swarthmore College.

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