FLC

INNOVATION FOR IMPACT

A NATIONAL SECURITY TECHNOLOGY TRANSFER FORUM

The National Conference Center | Leesburg, Va.
Dec. 1 – 3, 2026



HELPFUL INFO

MOBILE APP

Download the FLC Meetings app to build your personal schedule, browse sessions and speakers, find venue maps, and connect with other attendees. Take notes, send messages, and keep up with announcement and updates throughout the forum. Available for iPhone and Android.

REGISTRATION

On-site registration is located in the Pre-Function Space in the West Building (see map on page 9).

Dec 1 & 2	7 a.m. – 5 p.m.
Dec. 3	7:15 – 8:30 a.m.

Online registration will be open until Dec. 3 at 8:30 a.m.

CLOSED CAPTIONING SERVICES

The FLC is committed to ensuring all attendees have access to Innovation for Impact. The FLC provides closed captioning services from our vendor, Wordly. A QR code will be available in each room with instructions for using the service. Attendees can read live captions or listen to audio on their computers or mobile devices. If you require any other special assistance, please inform an FLC staff member.

FLC CODE OF CONDUCT

The FLC strives to provide a harassment-free meeting experience for our attendees. Innovation for Impact participants are expected to conduct themselves with integrity and respect for others at all meetings, courses, and events. All communication should be appropriate for a professional audience. Participants violating these rules may be asked to leave at the discretion of FLC staff.





Welcome to Innovation for Impact: A National Security Technology Transfer Forum!

I am thrilled that this special gathering has come together at The National Conference Center. We understand that this community needs an event designed to advance technology transfer specifically in the national security sector, so we created this forum to bring together experts and professionals from across the innovation ecosystem to do exactly that!

You are here to gain practical and immediate strategies to bring back to your labs, agencies, and organizations, and to enjoy direct access to leaders, peers, and partners in the national security T2 space. The relationships you build this week are often what determine whether a technology sits on a shelf or makes it into the hands of the people who need it.

Between 20 sessions, several keynotes and panel discussions, and the ongoing opportunity to connect with potential collaborators, this forum will help take your national security T2 knowledge and networking to a new level.

Maximize your time here by exploring strategies to advance national security technologies to operational impact. Take this opportunity to actively network with T2 professionals, legal experts, business leaders, and key drivers across the innovation ecosystem.

If you have any questions at Innovation for Impact, flag down an FLC member working the event or contact education@federallabs.org. Here's to a fantastic event. Enjoy!

Sincerely,

Whitney Hastings

Whitney Hastings
FLC Chair

SCHEDULE-AT-A-GLANCE

TUESDAY, DEC. 1

7 a.m. – 5 p.m.	**Registration** Pre-Function Space, West Building	
8 – 9 a.m.	**Breakfast** Dining Room, North Building	
9 – 9:15 a.m.	**Opening Welcome** National Ballroom AB	
9:15 – 10:15 a.m.	**Keynote: Deborah Frincke** *Deputy Laboratories Director — Integrated Security Missions, Sandia National Laboratories* National Ballroom AB	
10:15 – 10:45 a.m.	**Break**	
10:45 – 11:45 a.m.	**National Security Implications: Understanding Patent Secrecy** Potomac AB	LEGAL
10:45 – 11:45 a.m.	**Navigating Foreign Non-Government Partnerships: Considerations for Labs** Potomac DE	ORTA
11:45 a.m. – 12:45 p.m.	**Lunch** Guest Dining Room	
12:45 – 1:45 p.m.	**Technology Transfer Espionage: It's No Act** Potomac DE	ORTA
12:45 – 1:45 p.m.	**Understanding the International Traffic in Arms Regulations and Export Control** Potomac AB	LEGAL
2 – 3 p.m.	**Operationalizing Technology Transfer to Defend Critical Infrastructure** Potomac DE	ORTA
2 – 3 p.m.	**Trade Secrets, the Other, Other Intellectual Property** Potomac AB	LEGAL

3 – 3:15 p.m.	**Break**	
3:15 – 4:15 p.m.	**Bridging the Valley of Death: OTAs and T2 for Rapid Capability Fielding** Potomac DE	ORTA
3:15 – 4:15 p.m.	**Leveraging Tech Transfer for Acquisition** Potomac AB	LEGAL
4:30 – 5:30 p.m.	**Academia's Role Bridging Government and Industry for National Security** Potomac DE	ORTA
4:30 – 5:30 p.m.	**CRADAs with Foreign Governmental Entities** Potomac AB	LEGAL
6 – 7 p.m.	**Dinner** Guest Dining Room	

SCHEDULE-AT-A-GLANCE

WEDNESDAY, DEC. 2

7 a.m. – 5 p.m.	**Registration** Pre-Function Space, West Building	
8 – 9 a.m.	**Breakfast** Dining Room, North Building	
9 – 9:15 a.m.	**Welcome** National Ballroom AB	
9:15 – 10:15 a.m.	**Fireside Chat** National Ballroom AB **MODERATOR:** Paige George, *Federal Laboratory Consortium* **PANELISTS:** Mary Monson, *Sandia National Laboratories* Stephen Luckowski, *Department Of Defense*	
10:45 – 11:45 a.m.	**Risk-Smart Tech Transfer: Protecting NIH Intramural Research and Innovation** Potomac DE	ORTA

WEDNESDAY, DEC. 2 *(CONTINUED)*

10:45 – 11:45 a.m.	**Software Licensing Strategic Pathways** Potomac AB	LEGAL
11:45 a.m. – 12:45 p.m.	**Lunch** Guest Dining Room	
12:45 – 1:45 p.m.	**CRADAs and Classified Work: Everything You Need to Know** Potomac DE	ORTA
12:45 – 1:45 p.m.	**Legal Perspective: IP Outside of Standard Pathways** Potomac AB	LEGAL
2 – 3 p.m.	**Technology and Program Protection: Shielding Technological Advantage** Potomac DE	ORTA
2 – 3 p.m.	**Top 10 Mistakes in Drafting and Negotiating Patent Licenses** Potomac AB	LEGAL
3 – 3:15 p.m.	**Break**	
3:15 – 4:15 p.m.	**Accelerating T2 for National Security Impact** Potomac DE	ORTA
3:15 – 4:15 p.m.	**Beyond the Lab Door: A Readiness Model from Transfer to Transition** Potomac AB	ORTA
4:30 – 5:30 p.m.	**IP in OTAs for People Who Do T2** Potomac AB	LEGAL
4:30 – 5:30 p.m.	**Modernizing DoW T2 for National Security and Economic Prosperity** Potomac DE	ORTA
5:45 – 7 p.m.	**Networking Reception** Atrium & Loudoun Auditorium	

THURSDAY, DEC. 3:
INDUSTRY ENGAGEMENT DAY

7:15 – 8:30 a.m.	**Registration & Networking Breakfast** Pre-Function Space, West Building
8:30 – 8:40 a.m.	**Welcome & Opening Remarks** National Ballroom AB
8:40 – 9:10 a.m.	**Keynote Address: The Future of National Security Innovation** National Ballroom AB
9:10 – 9:35 a.m.	**Panel: How Industry Can Work With Federal Laboratories** National Ballroom AB
9:35 – 9:40 a.m.	**APEX — Academic Partnership Engagement Experiment** National Ballroom AB
9:40 – 11:45 a.m.	**Federal Lab and Agency Networking** National Ballroom AB
11:45 a.m. – 12 p.m.	**Closing Remarks & Next Steps** National Ballroom AB



A DEPARTMENT OF THE AIR FORCE PARTNERSHIP INTERMEDIARY AGREEMENT

APEX
ACADEMIC PARTNERSHIP ENGAGEMENT EXPERIMENT

Turning Federal Innovation into Fielded Capability



Emerging innovators around the country are developing technology the Department of War needs. Reaching the warfighter takes a legion of trusted partners prepared to license it, mature it, and carry it through acquisition.

APEX exists to identify those emerging universities, federal labs, small businesses, nontraditional companies, and investors, equip them to solve real mission challenges, and see their solutions through to fielding.

The work is hard, but the goal is simple:

Find it. Ready it. Field it.

IMPACT SINCE 2019

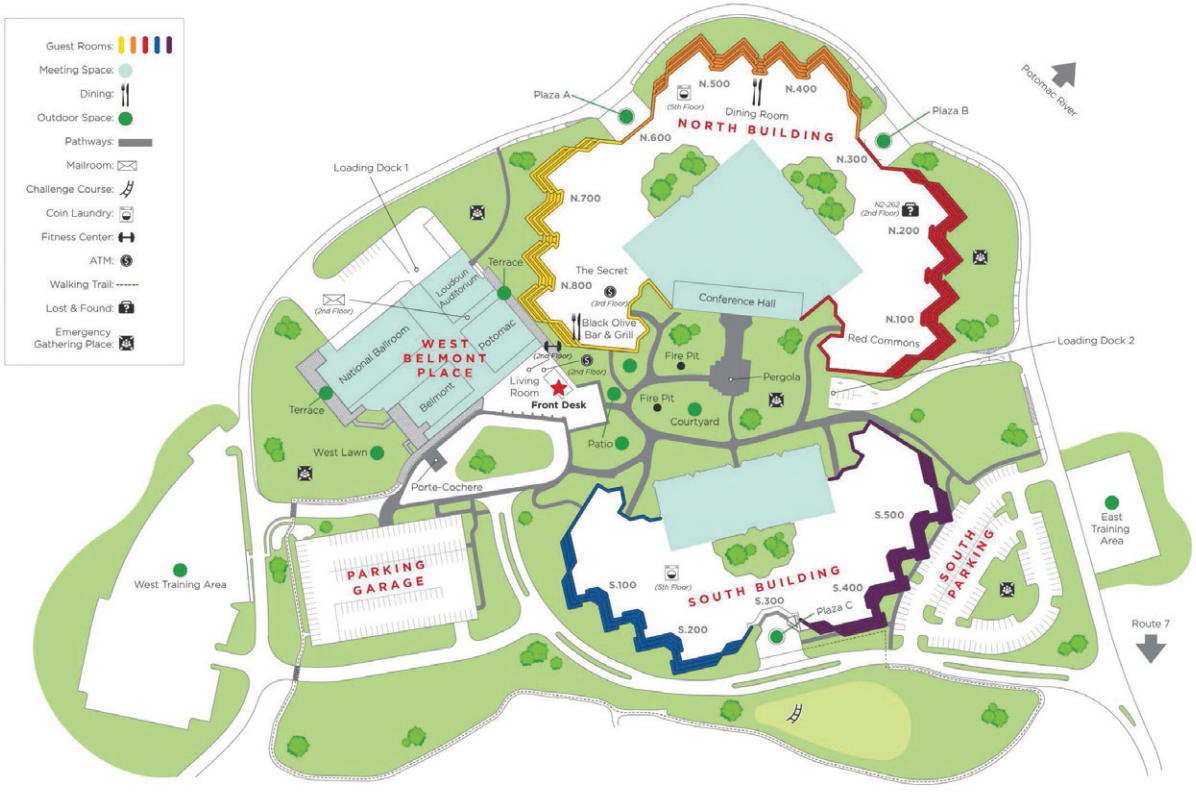
$184M+
in DAF SBIR/STTR Award Wins

$349M+
in Phase III Transitions

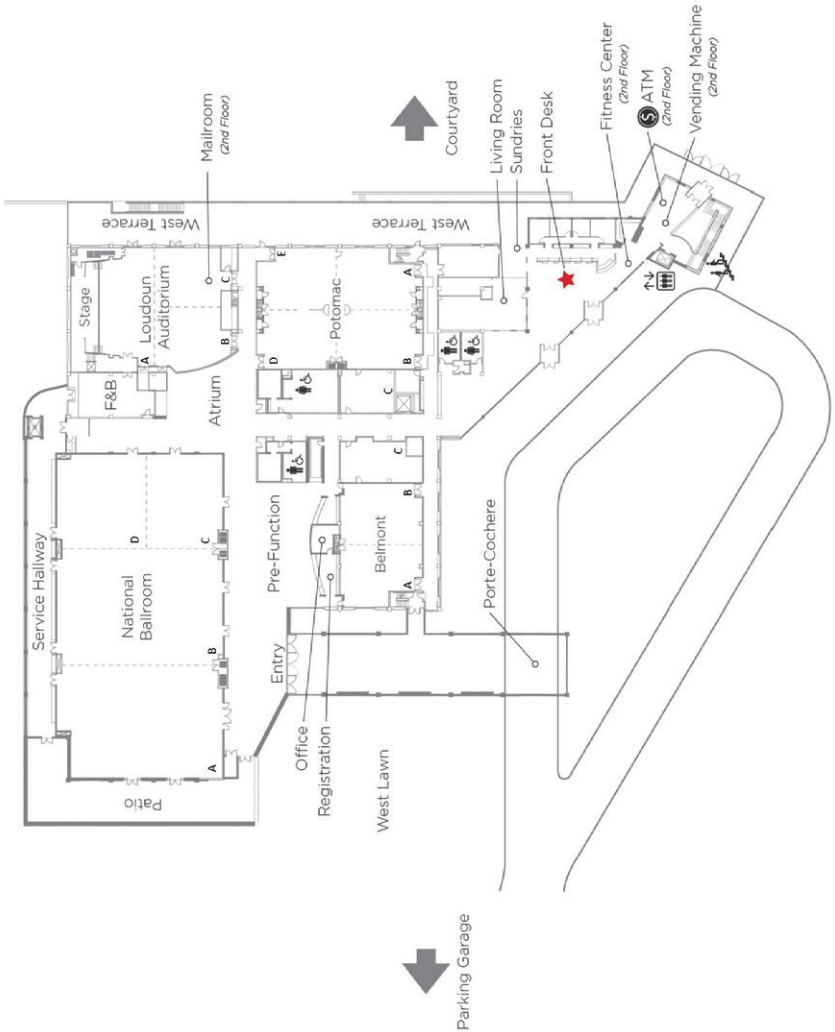
1,178+
Connections made across government, industry, and academia.

If you're ready for a transition partner, visit the APEX table at **Industry Engagement Day**, **Dec. 3**

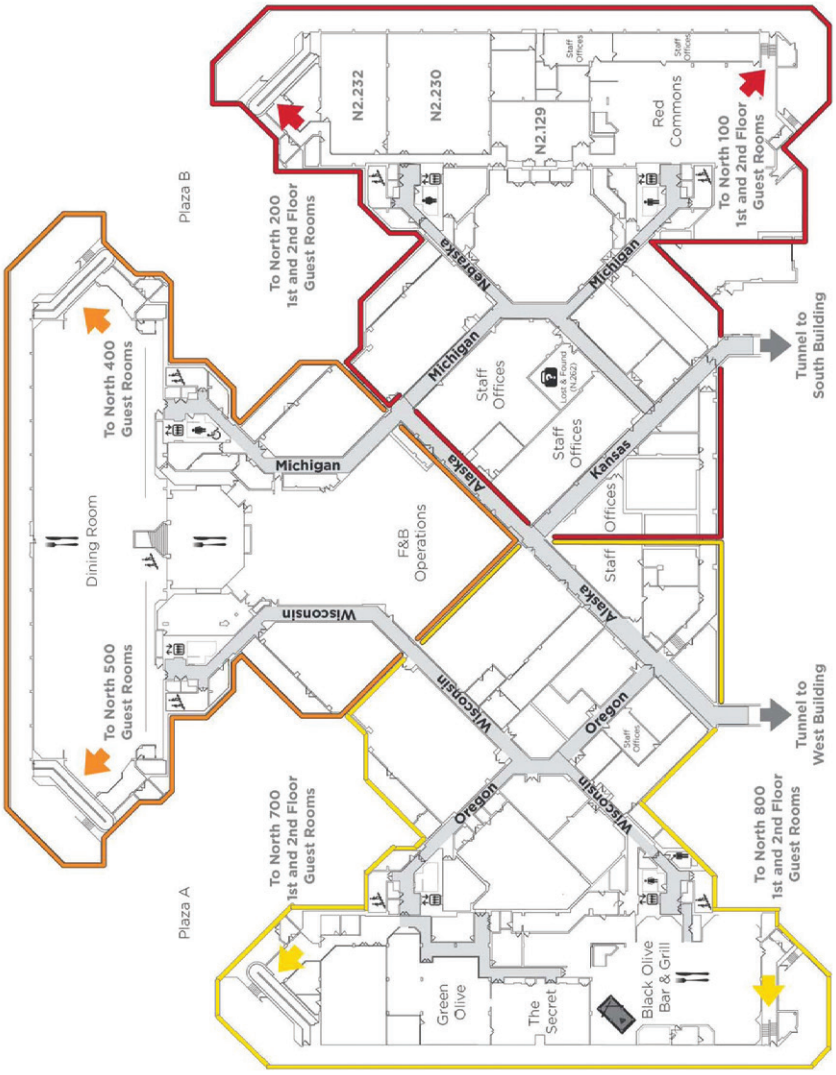
T2 Plus ▪ Defense Patent Holiday ▪ Warfighting Integration Network (WIN) ▪ Air Force Tech Connect


Guest Rooms:
Meeting Space:
Dining:
Outdoor Space:
Pathways:
Mailroom:
Challenge Course:
Coin Laundry:
Fitness Center:
ATM:
Walking Trail:
Lost & Found:
Emergency Gathering Place:
Plaza A
N.500
N.400
(5th Floor)
Dining Room
NORTH BUILDING
Plaza B
Potomac River
N.600
N.300
N.700
N2-262
(2nd Floor)
N.200
Loading Dock 1
Terrace
Loudoun Auditorium
The Secret
N.800
(3rd Floor)
Conference Hall
(2nd Floor)
Black Olive Bar & Grill
N.100
Red Commons
Loading Dock 2
National Ballroom
WEST BELMONT PLACE
Potomac
Belmont
(2nd Floor)
(2nd Floor)
Fire Pit
Pergola
Living Room
Front Desk
Terrace
Fire Pit
Courtyard
Patio
West Lawn
Porte-Cochere
S.500
East Training Area
PARKING GARAGE
SOUTH PARKING
S.100
(5th Floor)
SOUTH BUILDING
S.400
S.300
Plaza C
West Training Area
S.200
Route 7

WEST BELMONT PLACE



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