Ashray Narayan

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EDUCATION

Stanford University, Palo Alto, CA Aug 2025 – Present
M.A., International Policy; Area of Specialization: International Security

University of Southern California, Los Angeles, CA May 2020
B.A., Economics; Minor in International Relations

DEFENSE TECHNOLOGY & STRATEGY

Watchtower Labs June 2026 – Present
Chief of Staff — defense technology company building an AI-native decision environment for high-stakes military operations, backed by a $30M seed from Shield Capital, Conviction, and Founders Fund and selected by the Defense Innovation Unit for the Joint Sustainment Decision Tool program

- Led the company's emergence from stealth in October 2026. Wrote the positioning, tagline, and website copy, developed the launch video from script through final edit, and ran the launch plan with the PR and creative agencies across the press release, media outreach, and visual identity.
- Led the access, basing, and overflight feature from brief to working prototype, a restriction schema and rules that score TPFDD movement legs with explicit uncertainty states, validated against the Joint Staff primary source and now the initial use case of a signed Joint Staff J5 pilot.
- Built the domain knowledge hierarchy and operational capability taxonomy that organize military knowledge from official doctrine, tie each feature's user stories to what the system must know, and let a planner ask in their own terms and get a traceable answer from TPFDD data.

Agrippa May 2026 – September 2026
Government Relations — dual-use maritime technology company (stealth)

- Built a legislative tracker across the NDAA, defense appropriations, and maritime authorization and funding bills, filtered for contested logistics, autonomy, and maritime priorities.
- Mapped federal and state grant and incentive programs against company equipment and regional needs to identify non-dilutive funding and the public-sector partners required to access it.
- Developed a policy-risk framework ranking the company's top regulatory and legislative risks and opportunities, and drafted procedures to make government relations a standing function.

Reveal Technology March 2026 – October 2026
Government Relations — veteran-founded U.S. defense technology company building AI situational-awareness and decision tools for the tactical edge

- Built a prioritized map of Department of Defense offices, officeholders, and reporting lines across Reveal's capability portfolio, tiered by control over requirements, budgets, and program transition to sequence federal business development toward programs of record.
- Developed a vendor and stakeholder map of the Army's Next Generation Command and Control (NGC2) program to guide business development, partnership, M&A, and advocacy strategy.
- Authored a strategy memo proposing a humanitarian services arm applying Reveal's contested-logistics software to aid delivery in denied environments, with service lines, geographies, revenue model, and guardrails.

SECURITY RESEARCH & POLICY

Stanford University — Directed Reading in International Security 2025 – 2026
INTLPOL 299, Ford Dorsey Master's in International Policy; Instructor: Prof. Andrew Grotto

- Conducting two independent directed readings on AI-enabled command and control (C2), anchored in the Army's NGC2 program and the Combined Joint All-Domain Command and Control (CJADC2) initiative.
- Paper 1, Coalition ISR Interoperability: how NGC2's open, cloud-native architecture supports and limits real-time ISR sharing with AUKUS, NATO, and Quad partners, and which interventions have the most leverage.

- Paper 2, AI-Enabled ISR Fusion and Inadvertent Escalation: whether compressed sensor-to-decision timelines raise escalation risk in a Taiwan Strait contingency, and the measures that govern it.

Stanford Center for International Security and Cooperation (CISAC) Mar 2022 – May 2024
Program Manager and Policy Analyst
- Supported Prof. Andrew Grotto on research, policy development, grants, and global partnerships across cybersecurity governance, emerging technology policy, and democratic resilience.
- Co-authored Defending Democracy in the Digital Age and expanded the center's outreach to government and multilateral stakeholders.

UC Berkeley Institute of International Studies Nov 2021 – Mar 2022
Visiting Research Scholar
- Co-authored Global America with Prof. Daniel Sargent (W.W. Norton, in progress) on post–Cold War U.S. policy.

Neukom Center for the Rule of Law, Stanford Law School Aug 2025 – Present
Research Assistant
- Document lead adulteration in Indian turmeric markets with Dr. Dinsha Mistree and engage state governments on policy responses.

GOVERNMENT & POLICY EXPERIENCE

U.S. Department of State, Bureau of Economic and Business Affairs Aug 2020 – Dec 2020
Intern
- Advised U.S. firms on global labor and tax issues and drafted policy memos and press releases.
- Built an Asia-market guide supporting economic policy and commercial diplomacy goals.

Bharath Sevadal Organization, Karnataka, India 2018 – Present
Policy Worker
- Build farmer-buyer channels and advance sustainable agriculture policy for marginalized communities.

ADDITIONAL EXPERIENCE

Rox, San Francisco, CA Aug 2025 – May 2026
Founding Product Marketing and Strategy Lead
- Led marketing and partnership strategy for the September 2025 launch of a Sequoia-backed startup and grew its social and LinkedIn following fivefold.

Buck Mason, Los Angeles, CA May 2024 – Aug 2025
Brand Strategy and Partnerships Manager
- Ran brand campaigns and partnerships across channels and analyzed performance to improve engagement.

Bode, New York, NY Jan 2021 – Dec 2021
Director of Business Development and Operations
- Built the wholesale program at a CFDA-winning label, negotiated 15+ vendor agreements, and scaled ARR from under $3M to $30M.

COMMUNITY IMPACT

Everyone Deserves a Byte 2014 – Present
Co-founder
- Brought computer-science curricula to after-school programs for 10,000+ low-income, first-generation students.