

JOSEPH A. BENKERT

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SUMMARY

- Proven leadership in challenging, fast-paced, diverse assignments.
- Extensive experience in national security policy, program formulation and implementation.
- Versatile performance in organizations spanning the national security establishment.

EXPERIENCE

Acting Principal Deputy Assistant Secretary of Defense, International Security Policy.
(SES) Washington, DC. June 2006-Present.

- Provided needed top-level leadership for the most complex component of OSD Policy.
- Managed policy development and implementation for significant areas including missile defense, strategic strike, combating WMD, key defense relationships, technology security.
- Performed the duties of Assistant Secretary during his absences.

Deputy Director and Director, Defense Reconstruction Support Office/Defense Support Office – Iraq. (Limited-term SES) Washington, DC. August 2004-May 2006.

- Developed, organized, and led the OSD staff office providing Iraq operational support.
- Directly supported top OSD leadership on Iraq reconstruction, security forces, budgets.
- Represented OSD in senior interagency groups and decision-making forums.
- Led OSD interagency efforts to improve reconstruction program effectiveness.

Deputy and Chief of Operations, Coalition Provisional Authority (CPA) Washington.
(Temporary appointment, AD-00) Washington, DC. November 2003 – July 2004.

- Led CPA-Washington activities including reconstruction program oversight, economic policy development, Iraq infrastructure support, CPA and reconstruction budgets.
- Represented CPA in inter-agency deliberations at senior levels.
- Managed Washington operations supporting CPA-Baghdad, including finance and personnel.

Chief of Staff/Special Assistant, Office of the Principal Deputy Under Secretary of Defense for Policy. (Temporary appointment, AD-00) Washington, DC. May – October 2003.

- Developed, with PDUSDP, concept and means to strengthen Policy management.
- Prepared senior officials for Congressional testimony; managed key legislative issues.
- Led short-fused, often sensitive projects supporting Secretary, Deputy and Under Secretaries.

Executive Director, Chief of Naval Operations (CNO) Executive Panel. (Captain, USN)
Washington, DC. February 2001 – April 2003.

- Directed 25-member Panel of distinguished civilian advisors to CNO.

- Developed substantive policy advice to CNO on broad range of issues including maritime homeland defense, “arc of crisis” in Asia, technology transition, and Navy business practices.
- Substantially overhauled Panel operation, creating more productive and responsive advice.

Director, European Policy, Office of the Under Secretary of Defense for Policy. (Captain, USN) Washington, DC. March 1999 – February 2001.

- Led office of 15 military and civilian professional staff managing bilateral and multilateral defense relationships with Europeans, providing direct support to senior OSD leaders.
- Orchestrated working groups with defense ministries of NATO aspirants and members that developed and monitored plans to improve their defense capabilities.
- Led delegations in multilateral forums that established new avenues of defense cooperation.

Senior Military Assistant to the Principal Deputy Under Secretary of Defense for Policy. (Captain, USN) Washington, DC. August 1997 – March 1999.

- Assisted the second-ranking Presidential appointee in the OSD Policy organization in full range of functions, including high-level meetings and complex foreign interactions.
- Contributed to policy development on issues from arms transfers and export controls, to defense relations with South American and Asian nations, to land mine policy.

Commander, Destroyer Squadron 32 and Commander, Destroyer Squadron 22. (Captain, USN) Norfolk, VA, and deployed operations in Mediterranean Sea. May 1996 – July 1997.

- Commanded two 4-ship squadrons; commanded other US/allied ships, submarines, and aircraft in operations and exercises; supported Albania non-combatant evacuation.

Deputy Director, Warfare Programs, Atlantic Fleet Staff. (Captain, USN) Norfolk, VA. July 1995 – January 1996.

- Contributed substantially to creating an expanded role for Fleet staffs in Navy programming and budgeting, including path-breaking Fleet-led assessments of major program issues.

The Senior Seminar, Department of State. (Captain, USN) August 1994 – June 1995.

- Represented Navy in State Department’s most advanced professional development program; took a leadership role by chairing curriculum development.

Commanding Officer, USS Josephus Daniels (CG-27). (Commander, USN) 1992 –1994.

- Commanded 450-man guided missile cruiser through deployment including initial NATO operations off former Yugoslavia; helped implement NATO embargo operation.

Congressional Liaison Officer, Navy Office of Legislative Affairs. (Commander, USN) Washington, DC. 1989 –1991.

- Conducted liaison with Members of Congress and Hill staffs on Navy and defense issues.
- Successfully prepared senior Navy officials for Congressional hearings.

Commanding Officer, USS McCloy (FF-1038). (Lieutenant Commander, USN) 1987 –1989.

- Commanded 200-man frigate during operations including NATO exercises; successful drug interdictions; and support for rescue and salvage of a fire-stricken US submarine.

Navy operational, staff, and educational assignments, 1973 – 1987.

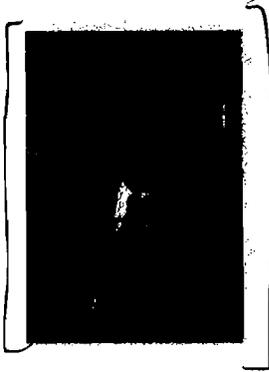
EDUCATION

- Master of Public Policy, John F. Kennedy School of Government, Harvard University, 1979.
- Bachelor of Science, US Naval Academy, 1973.
- Armed Forces Staff College Senior Course; Navy professional development/training.

MILITARY AWARDS: Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal (5 awards), Navy Commendation Medal, Coast Guard Commendation Medal, Naval Achievement Medal, unit and campaign awards.



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Ashton Carter

Ford Foundation Professor of Science and International Affairs

Co-Director, Preventive Defense Project & Chair,
International Relations, Science & Security Area

International Security Program,

Belfer Center for Science and International Affairs

Office Address

Littauer-374

Mailing Address

John F. Kennedy School of
Government
Mailbox 53
79 JFK Street
Cambridge, MA 02138

[Personal web site](#) | [CV](#) | [Preventive Defense Project](#)

Contact

Phone: 617-495-1405

Fax: 617-495-9250

Email:

ashton_carter@Harvard.Edu

Assistant

[Erin Loeb](#) (617-496-0964)

Profile

Ashton B. Carter is Ford Foundation Professor of Science and International Affairs; Chair of the International Relations, Security, and Science faculty; and Co-Director, with former Secretary of Defense William J. Perry, of the [Preventive Defense Project](#). From 1993 to 1996 he served as Assistant Secretary of Defense for International Security Policy where he was responsible for national security policy on arms control in the states of the former Soviet Union, for countering weapons of mass destruction worldwide and for overseeing the U.S. nuclear arsenal and missile defense programs. He was twice awarded the Department of Defense's Distinguished Service Medal, the highest award given by the Pentagon. For his contributions to intelligence, he was awarded the Defense Intelligence Medal. Before his government service, Carter was Director of the Center for Science and International Affairs at the Kennedy School. He received bachelor's degrees in physics and medieval history from Yale University and a doctorate in theoretical physics from Oxford University, where he was a Rhodes Scholar. He has authored numerous scientific articles, government studies, and books.

Courses

Not Offered

[IGA-202](#) American National Security Policy

Media Expertise

Ashton Carter welcomes media inquiries on the following subjects:

[Arms Control](#)

[China](#)

DefenseDefense PolicyDefense/National SecurityForeign PolicyKoreaNational SecurityNuclear TerrorismNuclear WeaponsTerrorismWeapon Systems

Additional experts may be found by clicking on each subject listed. You may contact faculty directly or if you need assistance contact the Communications Office at 617-495-1115.

Research

For a complete list of faculty citations from 2001 - present, please visit the [Harvard Kennedy School Research Report Online](#).

Selected Publication Citations:*Academic Journals*

Carter, Ashton B. "The Architecture of Government in the Face of Terrorism." *International Security* 26.3 (Winter 2001/2002): 5-23.

Carter, Ashton B. "Keeping America's Military Edge." *Foreign Affairs* 80.1 (January-February 2001): 90-105.

Carter, Ashton B. "How to Counter WMD." *Foreign Affairs* 83.5 (September-October 2004): 72-85.

Carter, Ashton B., and Stephen A. LaMontagne. "A Fuel-Cycle Fix." *Bulletin of the Atomic Scientists* 62.1 (January/February 2006): 24-25.

Carter, Ashton B. and Stephen LaMontagne. "Toolbox: Containing the Nuclear Red Zone Threat." *The American Interest* 1.3 (Spring 2006): 28-40.

Carter, Ashton B. "America's New Strategic Partner?" *Foreign Affairs* 85.4 (July/August 2006): 33-44.

Carter, Ashton B. "How Washington Learned to Stop Worrying and Love India's Bomb." *Foreign Affairs (online only)* (January 10, 2007).

Book Chapters

Carter, Ashton B. "National Security Strategy." *American Military Strategy: Memos to a President*. Ed. Philip D. Zelikow. Norton, 2001, 33-48.

Carter, Ashton B. "National Innovation to Combat Catastrophic Terrorism." *Firepower in the Lab: Automation in the Fight Against Infectious Diseases and Bioterrorism*. Ed. Scott P. Layne, Tony J. Beugelsdijk, and C. Kumar N. Patel. Henry, 2001, 187-191.

Carter, Ashton B., and L. Celeste Johnson. "Beyond the Counterproliferation Initiative." *Twenty-First Century Weapons Proliferation: Are We Ready?* Ed. Henry Sokolski and James M. Ludes. Cass, 2001.

Carter, Ashton B. "The Architecture of Government in the Face of Terrorism." *Countering*

Terrorism: Dimensions of Preparedness. Ed. Arnold M. Howitt and Robyn L. Pangi. MIT Press, 2003, 17-36.

Carter, Ashton B., and Gerald L. Epstein. "A Dedicated Organization in Congress." *Science and Technology Advice for Congress*. Ed. M. Granger Morgan and Jon M. Peha. RFF, 2003, 157-163.

Carter, Ashton B. "Keeping the Edge: Managing Defense for the Future." *Keeping the Edge: Managing Defense for the Future*. Ed. Ashton B. Carter and John P. White. MIT Press, 2001, 1-26.

Carter, Ashton B., Marcel Lettre, and Shane Smith. "Countering Asymmetric Threats." *Keeping the Edge: Managing Defense for the Future*. Ed. Ashton B. Carter and John P. White. MIT Press, 2001, 119-128.

Carter, Ashton B., Marcel Lettre, and Shane Smith. "Keeping the Technological Edge." *Keeping the Edge: Managing Defense for the Future*. Ed. Ashton B. Carter and John P. White. MIT Press, 2001, 129-164.

Carter, Ashton B. "Overhauling Counterproliferation." *Technology in Society: An International Journal - Special Issue: Technology and Science: Entering the 21st Century*. Ed. George Bugliarello and A. George Schillinger. Elsevier, April/August 2004, 257-269.

Carter, Ashton B., and William J. Perry. "China's Rise in American Military Strategy." *China's March on the 21st Century: A Report of the Aspen Strategy Group*. Ed. Kurt M. Campbell and Willow Darsie. Washington, D.C.: The Aspen Institute, 2007, 107-117.

Carter, Ashton B. "The Essential Features of a Focused Strategy to Deal with the Proliferation Challenge: What Has Been Done and What Is to Be Done?" *The Challenge of Proliferation: A Report of the Aspen Strategy Group*. Ed. Kurt M. Campbell. Washington, D.C.: The Aspen Institute, 2005, 141-152.

Books

Committee on Science and Technology for Countering Terrorism (Lewis M. Branscomb (co-chair), Richard D. Klausner (co-chair), Ashton B. Carter, et al.). *Making the Nation Safer: The Role of Science and Technology in Countering Terrorism*. National Academies Press, 2002.

Carter, Ashton B., and William J. Perry. *Preventive Defense: A New Security Strategy for America*, Russian Edition. Brookings Institution, 2003.

Edited Volumes

Carter, Ashton B., and John P. White, eds. *Keeping the Edge: Managing Defense for the Future*. MIT Press, 2001.

Magazine and Newspaper Articles

Carter, Ashton B. "The Korean Nuclear Crisis: Preventing the Truly Dangerous Spread of Weapons of Mass Destruction." *Harvard Magazine* September/October 2003: 38-41.

Bellin, Eva, Ashton B. Carter, Philip B. Heyman, David Little, Louise M. Richardson, and Jessica Stern. "Understanding Terrorism: A Harvard Magazine Rountable." *Harvard Magazine* January-February 2002: 36-49.

Carter, Ashton B., and William J. Perry. "The Case for a Preemptive Strike on North Korea's Missiles." *TIME.com* July 8, 2006.

Op-Eds

- Carter, Ashton B. "Countering Sokolski." *Bulletin of the Atomic Scientists*, May/June 2001.
- Carter, Ashton B. "How Ridge Can Secure the Homeland." *Boston Globe*, October 4, 2001.
- Carter, Ashton B., and Richard Lugar. "A New Era, A New Threat." *Financial Times*, May 23, 2002.
- Carter, Ashton B. "Counterterrorism's Management Style." *New York Times*, June 8, 2002.
- Carter, Ashton B. "Throw the Net Worldwide." *Washington Post*, June 12, 2002.
- Carter, Ashton B. "Nuclear Over North Korea: Back to the Brink." *Washington Post*, October 20, 2002.
- Carter, Ashton B., and William J. Perry. "The Crisis Last Time." *New York Times*, January 19, 2003.
- Carter, Ashton B., William J. Perry, and John M. Shalikashvili. "A Scary Thought: Loose Nukes in North Korea." *Wall Street Journal*, February 6, 2003.
- Carter, Ashton B., Arnold Kanter, William J. Perry, and Brent Scowcroft. "Good Nukes, Bad Nukes." *New York Times*, December 22, 2003.
- Carter, Ashton B. "A Failure of Policy, Not Spying." *Washington Post*, April 5, 2005.
- Carter, Ashton B., and William J. Perry. "If Necessary, Strike and Destroy: North Korea Cannot Be Allowed to Test This Missile." *Washington Post*, June 22, 2006.
- Perry, William, Ashton B. Carter, and Michael May. "After the Bomb." *New York Times*, June 12, 2007: A-24.

Research Papers/Reports

- Perry, William J. (chair), with Madeleine K. Albright, Samuel R. Berger, Louis Caldera, Ashton B. Carter, Gen. Wesley K. Clark, Michele A. Flournoy, Alfonso E. Lenhardt, John D. Podesta, Gen. John M. Shalikashvili, and Elizabeth Sherwood-Randall. "The Loose Nukes Crisis in North Korea." National Security Advisory Group Report, March 2003.
- The Markle Foundation Task Force on National Security in the Information Age. "Protecting America's Freedom in the Information Age." Markle Foundation, October 2002.
- Perry, William J. (chair), with Madeleine K. Albright, Samuel R. Berger, Louis Caldera, Ashton B. Carter, Gen. Wesley K. Clark, Michele A. Flournoy, Alfonso E. Lenhardt, John D. Podesta, Gen. John M. Shalikashvili, and Elizabeth Sherwood-Randall. "An American Security Policy: Challenge, Opportunity, Commitment." National Security Advisory Group Report, July 2003.
- Perry, William J. (chair), with Madeleine K. Albright, Graham T. Allison, Samuel R. Berger, Ashton B. Carter, Gen. Wesley K. Clark, Thomas E. Donilon, Michele A. Flournoy, John D. Podesta, Susan E. Rice, Gen. John M. Shalikashvili, Wendy R. Sherman, Elizabeth Sherwood-Randall, and James B. Steinberg. "Worst Weapons in Worst Hands: U.S. Inaction on the Nuclear Terror Threat Since 9/11, and a Path of Action." National Security Advisory Group Report, July 2005.
- Carter, Ashton B., Ronald Lehman II, Robert Einhorn, Alan A. Foley, Arnold Kanter, David Kay, et al. "Interim Report on Nuclear Threat Reduction and the Fuel Cycle." Policy Advisory Group

on Nonproliferation, July 2005.

Perry, William J. (chair), with Madeleine K. Albright, Graham T. Allison, Samuel R. Berger, Ashton B. Carter, Gen. Wesley K. Clark, Thomas E. Donilon, Michele A. Flournoy, John D. Podesta, Susan E. Rice, Gen. John M. Shalikashvili, Wendy R. Sherman, Elizabeth Sherwood-Randall, and James B. Steinberg. "The U.S. Military: Under Strain and at Risk." National Security Advisory Group Report, January 2006.

Carter, Ashton B., and William J. Perry. "Plan B for Iran: What if Nuclear Diplomacy Fails?" Preventive Defense Project, September 2006.

Carter, Ashton B., and William J. Perry. "China's Rise In American Military Strategy." Conference Paper, Preventive Defense Project, October 2006.

Reviews

Carter, Ashton B. "A Prescription for Peace." Review of *No More Killing Fields: Preventing Deadly Conflict*, by David A. Hamburg. *Science*, 300.5624 May 30, 2003: 1374.

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Deputy, GO Institutional
Environment

BENEDICT SIMMS COHEN



2002
2005

1994-2001 House Republican Policy Committee

As Executive Director, supervise foreign, defense, and domestic policy analysts, communications director, and support staff. Worked extensively on foreign policy and defense issues, including: reform of the War Powers Resolution; U.S.-China relations, including the 1997 Policy for Freedom in China legislation, the 1996 Defense of Taiwan Resolution, and the Taiwan Security Enhancement Act; the 1995 Mexico financial crisis and 1997 East Asian financial crisis; IMF reform; North Korea policy; Iraq policy; Bosnia and Kosovo; NATO expansion; and ballistic missile defense. Directed staff working on Speaker's Russia Task Force. Also worked intensively on legal reform, including the Contract With America legal reform bill, the 1996 private securities litigation reform act, the 1998 uniform standards legislation, the Y2K disclosure and liability reform bills, medical malpractice reform, class action reform, and tobacco attorney's fees. Also worked extensively on the 1996 antiterrorism bill, civil rights, Social Security reform, campaign reform legislation, oversight of Administration misconduct and related executive-privilege issues, immigration, and budget process reform; directed leadership working groups on crime and civil rights issues during the 104th and 105th Congress.

1994 Rep. Christopher Cox

As Legislative Director, covered all foreign policy and defense issues, including Haiti, Bosnia, and missile defense; oversight; civil justice reform; and budget process reform.

1993-1994 Swidler & Berlin

As Of Counsel, practiced environmental and general regulatory law. Wrote detailed assessment of proposed environmental crimes sentencing guidelines.

1991-1993 Environment Division, Justice Department

As Deputy Assistant Attorney General, supervised the 64 lawyers in two sections (Environmental Defense and Policy, Legislation, and Special Litigation). Reviewed and approved litigation decisions and filings in challenges to federal environmental regulations; lawsuits against federal facilities; and civil wetlands enforcement. Coordinated development of policy and legislation and congressional affairs; reviewed all appellate filings; resolved interagency legal disputes. Special responsibility for trade and international cases (GATT-NAFTA litigation), property rights, and other constitutional issues. Congressional testimony on international environmental issues; oral argument (6th Circuit).

1989-1991 Office of Legal Counsel, Justice Department

As Senior Counsel, provided legal advice and litigation counsel to the White House and agencies; prepared legal opinions; and analyzed legislation. Practice areas included environmental law, separation of powers, ethics, fiscal law, and property rights. Worked on childcare regulations, education vouchers, Title X litigation, and Supreme Court nominations.

1987-1989 Associate Counsel to the President

Advised and represented the President and the White House staff on legal and ethical issues relating to their official duties, with emphasis on: Presidential appointments, including Cabinet and Supreme Court nominations; representational issues raised by an Independent Counsel investigation; revised Title X regulations; and budget process reform.

1986-1987 Office of Legislative Affairs, Justice Department

As Attorney-Advisor, responsibilities included assisting in confirmation and oversight preparation of senior officials; congressional investigations; and bankruptcy, intellectual property, trade, environmental law, and antitrust.

1985-1986 Hon. Laurence H. Silberman

Law clerk to judge of the U.S. Court of Appeals, D.C. Circuit.

1983-1985 Davis Polk & Wardwell

Served in New York office. Corporate experience included securities offerings. Litigation experience included drafting and reviewing briefs, pleadings, and motions.

1980-1983 University of Chicago Law School - J.D.

Associate Editor of the Law Review

1977-1980 Yale University - B.A. in History magna cum laude.

Michele A. Flournoy



ASSOCIATED RESEARCH FOCUS:

Defense Policy
International Security

ASSOCIATED PROGRAMS:

International Security Program

EXPERTISE:

Defense strategy and policy; interagency reform; war on terrorism; U.S. military forces and operations; post-conflict reconstruction; proliferation of nuclear, chemical, and biological weapons; European defense integration

Michele Flournoy is a senior associate at CSIS. In January 2007, she cofounded and was named president of the Center for a New American Security (CNAS), a venture dedicated to advancing a strong, centrist national security strategy. Prior to joining CNAS, she was a senior adviser at CSIS, where she worked on a broad range of defense policy and international security issues.

Previously, she was a distinguished research professor at the Institute for National Strategic Studies at the National Defense University (NDU), where she founded and led the university's Quadrennial Defense Review (QDR) working group, which was chartered by the chairman of the Joint Chiefs of Staff to develop intellectual capital in preparation for the Department of Defense's 2001 QDR.

Prior to joining NDU, she was dual-hatted as principal deputy assistant secretary of defense for strategy and threat reduction and deputy assistant secretary of defense for strategy. In that capacity, she oversaw three policy offices in the Office of the Secretary of Defense: Strategy; Requirements, Plans, and Counter proliferation; and Russia, Ukraine, and Eurasian Affairs.

Ms. Flournoy was awarded the Secretary of Defense Medal for Outstanding Public Service in 1996, the Department of Defense Medal for Distinguished Public Service in 1998, and the Chairman of the Joint Chiefs of Staff's Joint Distinguished Civilian Service Award in 2000. In addition to several edited volumes and reports, she has authored dozens of articles on international security issues.

Ms. Flournoy holds a B.A. in social studies from Harvard University and an M.Litt. in international relations from Balliol College, Oxford University, where she was a Newton-Tatum scholar. She is a member of the Aspen Strategy Group, the Council on Foreign Relations, the International Institute of Strategic Studies, and the Executive Board of Women in International Security. She is a former member of the Defense Policy Board and the Defense Science Board Task Force on Transformation.

Robert Gates

From Wikipedia, the free encyclopedia



This article documents a current event.
Information may change rapidly as the event progresses.

Robert Michael Gates, Ph.D. (born September 25, 1943) is the president of Texas A&M University. He is currently President George W. Bush's nominee to be the next United States Secretary of Defense, pending confirmation by the United States Senate. Gates served for 26 years in the Central Intelligence Agency and the National Security Council. Under President George H. W. Bush, he served as Director of Central Intelligence.

After leaving the CIA, he wrote his memoirs,^[1] became president of Texas A&M University, and was a member of several corporate boards. Gates served as a member of the bipartisan commission headed by James A. Baker III, the Iraq Study Group, that has studied the Iraq campaign. He was also the first pick to head the Department of Homeland Security when it was created following the September 11, 2001 attacks.^[2]

On November 8, 2006, after the 2006 midterm election result, President George W. Bush announced his intent to nominate Gates to succeed the resigning Donald Rumsfeld as U.S. Secretary of Defense.^{[3][4]} Gates has stated in a letter to students that he will continue as President of Texas A&M until completion of the confirmation process.^[5] Gates will now face confirmation first in the Senate Armed Services Committee, and if approved, by a majority vote in the Senate.

Robert Michael Gates



Born	September 25, 1943 (age 63) Wichita, Kansas, USA
Profession	President of Texas A&M University (has been nominated for the position of Secretary of Defense)

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Biography

Childhood and education

A native of Wichita, Kansas, Gates attained the rank of Eagle Scout in the Boy Scouts of America and is a recipient of the Distinguished Eagle Scout Award from the Boy Scouts of America. He graduated from Wichita East High School in 1961. Gates then headed east to attend the College of William and Mary where he graduated in 1965 with a B.A. in European history. At William & Mary, Gates was an active member of Alpha Phi Omega (the national service fraternity) and the Young Republicans; he was also the business manager for the *William and Mary Review*, a literary and art magazine.^[6] Upon graduation from William & Mary, Gates was named the graduate that "has made the greatest contribution to his fellow man." [1] (http://news.yahoo.com/s/usnews/20061110/ts_usnews/factsaboutrobertgates) Gates then went on to receive a master's degree in history from Indiana University in 1966, and a Ph.D. in Russian and Soviet history from Georgetown University in 1974.

Intelligence career

Positions

While at Indiana University, Gates was recruited to join the Central Intelligence Agency. However, the CIA offered no exemption from the draft during the Vietnam War. Gates spent 1967–69 in the Air Force as an officer in the Strategic Air Command, before joining the CIA full-time as an intelligence analyst. During one posting, at Whiteman Air Force Base in Missouri, he delivered intelligence briefings to Intercontinental Ballistic Missile crews.^[7]

Gates left the CIA in 1974 to serve on staff of the National Security Council. He returned to the CIA in late 1979. He was named the Director of the DCI/DDCI Executive Staff in 1981, Deputy Director for Intelligence in 1982, and Deputy Director of Central Intelligence from April 18, 1986 to March 20, 1989.

Director of Central Intelligence

Gates was nominated to become the Director of Central Intelligence (head of the CIA) in early 1987. He withdrew his name after it became clear the Senate would reject the nomination due to controversy about his role in the Iran-Contra affair.

Gates was Deputy Assistant to the President for National Security Affairs from March until August of 1989, and was Assistant to the President and Deputy National Security Adviser from August 1989 until November 1991.

Gates was nominated (for the second time) for the position of Director of Central Intelligence by President George H. W. Bush on May 14, 1991, confirmed by the Senate on November 5, and sworn in on November 6, becoming the only career officer in the CIA's history (as of 2005) to rise from entry-level employee to Director. In addition to questions about Iran-Contra affair, Senate members questioned the nomination because Gates allegedly passed intelligence to Iraq during the Iran-Iraq war.^[8]

Deputy Directors during his tenure were Richard J. Kerr (from November 6, 1991 until March 2, 1992) and Adm.

William O. Studeman (from April 9, 1992 through the remainder of Dr. Gates' tenure). He served until 1993.

The final report of the Independent Counsel for Iran/Contra Matters, issued on August 4, 2003, said that Gates "was close to many figures who played significant roles in the Iran/contra affair and was in a position to have known of their activities. The evidence developed by Independent Counsel did not warrant indictment..." [9]

Other

In 1996, Gates' memoirs were published under the title *From the Shadows: The Ultimate Insider's Story of Five Presidents and How They Won the Cold War*.

Level of involvement in the Iran-Contra scandal

Owing to his senior status in the CIA, Gates was close to many figures who played significant roles in the Iran-Contra Affair and was in a position to have known of their activities. The evidence developed by Independent Counsel did not warrant indictment of Gates for his Iran-Contra activities or his responses to official inquiries.

Gates was an early subject of Independent Counsel's investigation, but the investigation of Gates intensified in the spring of 1991 as part of a larger inquiry into the Iran/contra activities of CIA officials. This investigation received an additional impetus in May 1991, when President George H. W. Bush nominated Gates to be Director of Central Intelligence (DCI). The chairman and vice chairman of the Senate Select Committee on Intelligence (SSCI) requested, in a letter to the Independent Counsel on May 15, 1991, any information that would "significantly bear on the fitness" of Gates for the CIA post.

Gates consistently testified that he first heard on October 1, 1986, from Charles E. Allen, the national intelligence officer who was closest to the Iran initiative, that proceeds from the Iran arms sales may have been diverted to support the Contras. Other evidence proves, however, that Gates received a report on the diversion during the summer of 1986 from DDI Richard Kerr.^[10] The issue was whether Independent Counsel could prove beyond a reasonable doubt that Gates was deliberately not telling the truth when he later claimed not to have remembered any reference to the diversion before meeting with Allen in October.

Grand Jury secrecy rules hampered Independent Counsel's response. Nevertheless, in order to answer questions about Gates' prior testimony, Independent Counsel accelerated his investigation of Gates in the summer of 1991. This investigation was substantially completed by September 3, 1991, at which time Independent Counsel determined that Gates' Iran-Contra activities and testimony did not warrant prosecution.

Independent Counsel made this decision subject to developments that could have warranted reopening his inquiry, including testimony by Clair E. George, the CIA's former deputy director for operations. At the time Independent Counsel reached this decision, the possibility remained that George could have provided information warranting reconsideration of Gates's status in the investigation. George refused to cooperate with Independent Counsel and was indicted on September 19, 1991. George subpoenaed Gates to testify as a defense witness at George's first trial in the summer of 1992, but Gates was never called.

Career after leaving the CIA

1993-1999

After retiring from the CIA in 1993, Gates worked as an academic and lecturer. He evaluated student theses for the International Studies Program of the University of Washington. He lectured at Harvard, Yale, Johns Hopkins, Vanderbilt, Georgetown, Indiana, Louisiana State, Oklahoma, and the College of William and Mary. Gates served

as a member of the Board of Visitors of the University of Oklahoma International Programs Center and a trustee of the endowment fund for the College of William and Mary, his alma mater, which in 1998 conferred upon him the honorary degree of Doctor of Humane Letters.

In 1996, Gates' autobiography, *From the Shadows: The Ultimate Insider's Story of Five Presidents and How They Won the Cold War*, was published. Gates has also written numerous articles on government and foreign policy and has been a frequent contributor to the op-ed page of *The New York Times*.^[11]

Texas A&M

Gates was the interim Dean of the George Bush School of Government and Public Service at Texas A&M University from 1999 to 2001. On August 1, 2002, he became the 22nd President of Texas A&M.

Corporate boards

Gates has been a member of the board of trustees of Fidelity Investments, and on the board of directors of NACCO Industries, Inc., Brinker International, Inc., Parker Drilling Company, Science Applications International Corporation, and VoteHere, a technology company which seeks to provide cryptography and computer software security for the electronic election industry.^[12]

Public service

Gates served as President of the National Eagle Scout Association during the mid-2000s.

In January 2004, Gates co-chaired a Council on Foreign Relations task force on U.S. relations towards Iran. Among the task force's primary recommendation was to directly engage Iran on a diplomatic level regarding Iranian nuclear technology. Key points included a negotiated position that would allow Iran to develop its nuclear program in exchange for a commitment from Iran to use the program only for peaceful means.^[13]

At the time of his nomination by President George W. Bush to the position of Secretary of Defense, Gates was also a member of the Iraq Study Group, also called the Baker Commission, which was expected to issue its report in November 2006, following the mid-term election on November 7. He was replaced by former Secretary of State Lawrence Eagleburger.

Declined appointment as Director of National Intelligence

In February 2005, Gates wrote in a message posted on his school's website that "there seems to be a growing number of rumors in the media and around campus that I am leaving Texas A&M to become the new director of national intelligence ('Intelligence Czar') in Washington, D.C." The message said that "To put the rumors to rest, I was indeed asked to take the position, wrestled with perhaps the most difficult — and close — decision of my life, and last week declined the position."

Gates committed to remain as President of Texas A&M University through the summer of 2005; President George W. Bush offered the position of United States Director of National Intelligence (DNI) to John Negroponte, who accepted.^[14]

Gates said in a 2005 discussion with the university's Academy for Future International Leaders that he had tentatively decided to accept the DNI position out of a sense of duty and had written an email that would be sent to students during the press conference to announce his decision, explaining that he was leaving to serve the U.S. once again. Gates, however, took the weekend to consider what his final decision should be, and ultimately

decided that he was unwilling to return to Washington, D.C. in any capacity simply because he "had nothing to look forward to in D.C. and plenty to look forward to at A&M."

Secretary of Defense nomination



This section documents a current event.
Information may change rapidly as the event progresses.

On November 8, 2006, George W. Bush nominated Gates to serve as Secretary of Defense in the wake of Donald Rumsfeld's resignation. Gates will now face confirmation first in the Senate Armed Services Committee, and if approved, by a general vote in the United States Senate. If confirmed, he will become the 22nd U.S. Secretary of Defense. President Bush hopes to have him confirmed before the end of the year.



Gates accepts the President's nomination, November 8, 2006.

Racially biased video at Texas A&M University

In early November 2006, three Texas A&M University students were discovered to have made a racially biased video while wearing Texas A&M attire. Complaints were made to the Texas A&M administration and Gates wrote two letters to the student body and faculty expressing his outrage at the video and to notify that all three students had withdrawn from the university. [2]

(<http://diversity.tamu.edu/documents/OpenLetterAggieFamily.pdf>)

Criticism

Gates has been criticized for his role in the Iran-Contra affair and his role in the Iran-Iraq war. Essentially, there is the appearance that Gates was involved in the passing of military intelligence to Iraq for use against Iran, while also probably being aware of the illegal sale of military weapons to Iran, and that the proceeds of those arms-sales were being used to aid brutal right-wing paramilitaries in Nicaragua (above).^[15]

As deputy director and director of America's leading intelligence agency for many years, Gates and his CIA staff have been faulted for failing to accurately gauge the decline and disintegration of the Soviet Union. More particularly, Gates has been criticized for concocting evidence to show that the Soviet Union was stronger than it actually was, and also, for repeatedly skewing intelligence to promote a particular world view.^[16] Also, according to U.S. Senate transcripts, Gates, as deputy director of CIA, vouched for the comprehensiveness of a CIA memo presented to the Senate and President Reagan alleging that the Soviet Union played a role in the 1981 shooting of Pope John Paul II. However, a CIA internal review later denounced the memo as being skewed.^[17]

Awards and decorations

Gates' awards and decorations include:

Government awards

- National Security Medal
- Presidential Citizens Medal
- National Intelligence Distinguished Service Medal (twice)
- Distinguished Intelligence Medal (three separate times)

Other awards

- The Borgen Project Award
- Eagle Scout
- Distinguished Eagle Scout Award
- Honorary Doctorate of Humane Letters from College of William and Mary
- William and Mary Alumni Association - Alumni Medallion

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4. ^ Sheryl Gay Stolberg and Jim Rutenberg. "Rumsfeld Resigns as Defense Secretary After Big Election Gains for Democrats (<http://www.nytimes.com/2006/11/08/us/politics/09BUSHCND.html?hp&ex=1163048400&en=90b2a0d9c77157ea&ei=5094&partner=homepage>)", *New York Times*, November 8, 2006. Retrieved on 2006-11-08.
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6. ^ Whitson, Brian. "Gates ('65) nominated as defense secretary (<http://www.wm.edu/news/index.php?id=6992>).", *College of William and Mary*. November 9, 2006. Retrieved on November 9, 2006.
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13. ^ *Iran: Time for a New Approach* (<http://www.cfr.org/publication/7194/iran.html>), final report of an independent task force, July 2004, Council of Foreign Relations Press
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15. ^ <http://www.msnbc.msn.com/id/15627855/site/newsweek> "Old Names, Old Scandals", Newsweek, Nov 8, 2006]
16. ^ <http://www.msnbc.msn.com/id/15627855/site/newsweek> "Old Names, Old Scandals", Newsweek, Nov 8, 2006]
17. ^ <http://www.msnbc.msn.com/id/15627855/site/newsweek> "Old Names, Old Scandals", Newsweek, Nov 8, 2006]

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- Spartacus Educational Biography (<http://www.spartacus.schoolnet.co.uk/MDgatesR.htm>)
- Forum Debate on Robert Gates (<http://educationforum.ipbhost.com/index.php?showtopic=8488>)

Further reading

- Robert Gates, *From the Shadows: The Ultimate Insider's Story of Five Presidents and How They Won the Cold War*, Simon & Schuster; Reprint edition (May 7, 1997).
- Robert Gates, *US Intelligence and the End of the Cold War*



Wikimedia Commons has media related to:
Robert Gates

- (https://www.cia.gov/cia/public_affairs/speeches/1999/dci_speech_111999gatesremarks.html), 1999, CIA
- Robert Gates, *Frontline The Gulf War: An Oral History: Interview with Robert Gates, Deputy National Security Advisor* (<http://www.pbs.org/wgbh/pages/frontline/gulf/oral/gates/1.html>), 2001, PBS.org
 - Writings and Speeches (http://intellit.muskingum.edu/alpha_folder/G_folder/gates.html)

Preceded by: William H. Webster	Director of Central Intelligence November 6, 1991 - January 20, 1993	Succeeded by: R. James Woolsey
Preceded by: Ray Bowen	President of Texas A&M University 2002–Present	Succeeded by: <i>Incumbent</i>

Retrieved from "http://en.wikipedia.org/wiki/Robert_Gates"

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The White House
PRESIDENT GEORGE W. BUSH

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For Immediate Release
Office of the Press Secretary
November 8, 2006

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Fact Sheet: Dr. Robert M. Gates: The Right Choice for Secretary of Defense

- [President Bush Nominates Dr. Robert M. Gates to be Secretary of Defense](#)
- [In Focus: Defense](#)

"Don Rumsfeld has been a superb leader during a time of change. Yet he also appreciates the value of bringing in a fresh perspective during a critical period in this war. Don Rumsfeld is a patriot who served our country with honor and distinction. ... If confirmed by the Senate, Bob [Gates] will bring more than 25 years of national security experience and a stellar reputation as an effective leader with sound judgment. ... He's a steady, solid leader who can help make the necessary adjustments in our approach to meet our current challenges."

- President George W. Bush, 11/8/06

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Today, President Bush Announced His Intention To Nominate Dr. Robert M. Gates To Serve As Secretary Of Defense. The President and Secretary Rumsfeld have agreed that at this time in the conflict the Pentagon would benefit from a fresh perspective. After thoughtful consideration, the President has asked Dr. Bob Gates to succeed Secretary Rumsfeld as the new Secretary of Defense.

- **Dr. Gates Understands The Threats We Currently Face And The Nature Of Our Enemies In Iraq And Around The World.** He has served as an intelligence advisor to six presidents representing both parties during his 27-year career at the CIA and National Security Council. He is a member of the Baker-Hamilton Iraq Study Group, and is known for his integrity, candor, and a track record of taking a bipartisan approach to solving national security problems.
- **Zbigniew Brzezinski, National Security Advisor For President Carter, On Gates: "He's ... Bright, Very Serious And Very Intelligent. He Has A Lot Of Savvy. He's A Good Decision-Maker But Also A Good People Person."** (Chuck Lindell, "Ex-CIA Chief Is Good Fit At A&M," *Austin American Statesman*, 7/28/02)

[Dr. Gates Will Work Effectively With The Commanders In Iraq To Make Adjustments As Needed In Our Approach](#)

Dr. Gates Understands The Challenges Facing Our Nation In Iraq. While in the private sector, he has continued to serve his country as a member of the Iraq Study Group – a distinguished independent panel of Republicans and Democrats led by former Secretary of State James Baker and former Congressman Lee Hamilton. As a member of the Iraq Study Group, Dr. Gates has traveled to Iraq, where he's met with Iraq's leaders and our military commanders on the ground.

- **Dr. Gates Spent Nine Years At The National Security Council, Including Serving As The Deputy National Security Advisor For President George H. W. Bush During Operation Desert Storm.**
- **Dr. Gates Helped Lead America's Efforts To Support Afghanistan's Freedom Fighters As They Fought Against The Soviets Who Were Occupying Their Country.** His efforts helped drive the Soviet forces out of Afghanistan, which weakened the Soviet regime and laid the foundation for freedom's victory in the Cold War.

Dr. Gates Has Experience In Leading Large, Complex Public Institutions And Transforming Them To Meet New Challenges

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As The Director Of Central Intelligence In The Early 1990s, Dr. Gates Led All Of The Foreign Intelligence Agencies Of The United States – Approximately A Dozen Organizations With More Than 100,000 Employees And A Budget Of \$30 Billion. He headed our Nation's intelligence community at a time of change, when the familiar threats of the Cold War suddenly disappeared, and new and unfamiliar threats were just beginning to emerge.

- **Dr. Gates Has Served As President Of Texas A&M, The Nation's Sixth-Largest University.** His service on corporate boards also provides him with an understanding of best business practices.

Dr. Gates' Experience Has Prepared Him Well To Serve As Defense Secretary

Dr. Gates Is One Of Our Nation's Most Accomplished And Honored Public Servants. He was commissioned as an officer in the U.S. Air Force in 1967 and served in the Strategic Air Command. He served as Deputy Director of Central Intelligence from 1986-89 and as Assistant to the President and Deputy National Security Adviser from Jan. 20, 1989 until Nov. 6, 1991 for President George H.W. Bush. He began his career at the CIA as an entry-level employee and eventually rose through the ranks to become Director of Central Intelligence. He served as the DCI from 1991-93.

Dr. Gates Is A Highly Decorated Public Servant. He was awarded the Presidential Citizens Medal and the National Security Medal. He twice earned the National Intelligence Distinguished Service Medal, and three times earned the Distinguished Intelligence Medal.

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Appointments

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Information Paper -- Preston M. Geren, III

*Preston
Geren*
*SES
full*

Preston M. Geren
Special Assistant to the Secretary of Defense

Summary of experience: Currently on a limited term SES appointment not to exceed September 20, 2004. Prior to this, he served as a Consultant from 08-20-01 to 09-19-01. He was a Senior Advisor with Public Strategies, Inc. He was in Congress and served on the Transportation and Infrastructure Committee, the National Security, and the Science Committee. He was also an attorney and businessman in Texas. Mr. Geren graduated from the University of Texas at Austin. He received a Bachelor of Arts and Doctor of Jurisprudence. He also served on the Board of Directors of Union Pacific Resources.

Options for continued employment:

1. Noncareer Appointment

5 USC 3394(a)

White House and OPM approval required prior to appointment

[Maximum payable salary - \$145,600]

SES resource needed to support SES General Position

[Benefits (life, health, TSP, etc.)]

2. Consultant Appointment

White House approval required prior to appointment

[Maximum payable salary is up to GS-15, step 10 (non-locality)]

[Paid Consultant limited to working only 130 days in any service year]

[Eligible for benefits based on current appointment]

3. Career SES Appointment

[Maximum payable salary - \$145,600]

[SES resource needed to support SES position]

Requires posting a job announcement to public

OPM approval of executive core qualifications

[Benefits (life, health, TSP, etc.)]

4. Schedule A, 213.3102(i)(3)

Temporary positions to support U.S. efforts to rebuild Iraq

[Benefits (life, health, TSP, etc.)]

[Maximum payable salary - \$145,600]

5. Schedule A, 213.3199 5 USC 3161

[Salary may not exceed maximum payable salary for EX IV (\$136,900) with locality (\$145,600)]

[Benefits (life, health, TSP, etc.)]

[Foreign allowances and/or danger pay]

J. MICHAEL GILMORE

Dr. Gilmore is assuming duties as the Director of Operational Test and Evaluation. In this role he is the principal advisor to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology and Logistics for all matters related to operational test and evaluation within the Department.



Education

- 1980 Ph.D. Nuclear Engineering, University of Wisconsin, Madison, Wisconsin
- 1978 M.S. Nuclear Engineering, University of Wisconsin, Madison, Wisconsin
- 1976 B.Sc. Physics, Massachusetts Institute of Technology, Cambridge, Massachusetts

Work Experience

- 2001-2009 Assistant Director for National Security, Congressional Budget Office (CBO). Responsible for CBO's National Security Division, which performs analyses of major policy and program issues in national defense, international affairs, and veterans affairs. Specific areas of investigation include the long-term implications of current defense policies and programs, the implications of transformation for equipping and operating U.S. military forces, the effectiveness and costs of alternative approaches to modernizing U.S. military forces, and the resource demands associated with operating and supporting U.S. military forces.
- 1994-2001 Deputy Director, General Purpose Programs, Office of the Secretary of Defense, Program Analysis and Evaluation (OSD(PA&E)). Responsible for developing, formulating, and implementing Secretary of Defense policies on all aspects of Department of Defense general purpose programs, including analyzing the operational effectiveness and costs of U.S. conventional military forces and supporting programs.
- 1993-1994 Division Director, Operations Analysis and Procurement Planning, Office of the Deputy Director, Resource Analysis, OSD(PA&E). Responsible for performing independent analyses of the costs of major defense acquisition programs.
- 1990-1993 Analyst, Strategic Defensive and Space Programs Division, Office of the Deputy Director, Strategic and Space Programs, OSD(PA&E). Developed alternatives to and performed independent assessments of the operational effectiveness and costs of national and theater missile defense programs, as well as strategic command, control, and communications programs.
- 1989-1990 Analyst, Falcon Associates, McLean Virginia. Performed analyses of the effectiveness of missile defense and command and control programs for sponsors within the Department of Defense.

- 1985-1989 Analyst, and later Manager, Electronic Systems Company Analysis, McDonnell Douglas Washington Studies and Analysis Group. Directed and performed analyses of the effectiveness of strategic and tactical command and control programs for sponsors within McDonnell Douglas Corporation and the Department of Defense.
- 1981-1985 Scientist, magnetic fusion energy program, Lawrence Livermore National Laboratory, Livermore California. Developed computational models of the performance of magnetic fusion energy concepts and experiments.

Honorable Robert F. Hale

Executive Director, American Society of Military Comptrollers (2005-present)

Currently managing all aspects of a professional association with 18,000 members. Created an "easy-access" program of professional development, using internet and audio approaches to meet new training needs. Significantly improved content of Society's quarterly journal and its annual conference (a premier defense training event). Successfully implemented major automation improvements at Society headquarters. Improved organization's profitability without raising member dues.

Assistant Secretary (Financial Management and Comptroller), United States Air Force (1994-2001)

Nominated by the President and confirmed by the Senate, the Honorable Robert F. Hale managed all aspects of Air Force financial management. Oversaw creation and defense of seven budgets and associated supplementals that successfully met critical Air Force resource needs, both in peacetime and during the Bosnian war. Worked successfully to involve all key personnel in the budget process, especially those in the Secretariat. Streamlined Air Force financial business processes by overseeing implementation of three new automated systems and shepherding implementation of four major multi-service systems. Sharply reduced anti-deficiency act cases and credit card delinquencies by devoting personal attention to these problem areas. Accomplished first full audit of an Air Force financial statement. Created a new office to improve base-level financial services. Also spearheaded creation of a new certification program for defense financial managers, which has now become an important part of their training. Longest serving Assistant Secretary in the history of the office.

Assistant Director for National Security, Congressional Budget Office (CBO) (1980-1994)

Headed a staff of 20 that provided defense policy analyses on issues of budgetary significance. Produced 10 to 15 high-quality reports a year at request of Congressional committees, more than any division at Congressional Budget Office. Testified frequently before Congressional committees and achieved reputation as an expert on all aspects of the defense budget. Chairman of the Senate Budget Committee stated in the Congressional Record that "The studies and analyses produced by Bob Hale and his talented staff at CBO's National Security Division have been invaluable in the committee's deliberations..."

Program Director and Consultant, LMI Government Consulting (2001-2005)

Served as program director for a group of about 20 professionals providing consulting services to federal agencies on acquisition topics. Inherited a group that was not productive or profitable. Instituted major changes in business processes that brought in new, high-quality business and rendered the group profitable within a year. Also consulted for federal agencies on financial issues.

Deputy Director, Principal Analyst and Analyst, Congressional Budget Office (CBO) (1975-1980); Analyst, Center for Naval Analyses (CNA) (1972-1975)

Served as deputy director of CBO's National Security Division and earlier as a principal analyst and analyst, focusing on defense manpower issues and their budgetary implications. While at the Center for Naval Analyses, oversaw a study of oceanographic assets and analyzed defense manpower issues.

Officer, United States Navy (active duty 1969-1972, reserve duty 1972-1976)

After graduating with distinction from the Navy's Officer Candidate School, served in Okinawa in plant maintenance and operational areas for the Naval Security Group and then at the headquarters of the Security Group. While on reserve duty, served primarily as a computer programmer for Naval Security Group.

Memberships and Awards

Fellow, National Academy of Public Administration (elected 2001)
Member, Defense Business Board (2002-2007)
Member, Task Force on the Future of Military Health Care (2007)
Air Force Distinguished Service Award
Certified Defense Financial Manager with acquisition specialty (CDFM-A)

Education

MBA, George Washington University (1976)
MS in operations research, Stanford University (1969)
BS with honors in statistics, Stanford University (1968)

Professional Experience

Partner, JENNER & BLOCK

Washington, DC (1993-1996, and 1999 to present). All aspects of counseling and representation for government contractors, including corporate compliance, regulatory counseling, internal investigations, traditional government contracts, government relations, environmental law, and alternative dispute resolution.

Staff Vice President and Associate General Counsel, GENERAL DYNAMICS CORPORATION

Falls Church, VA (April 1997-June 1999). Corporate-wide responsibilities, including corporate compliance, intellectual property management, internal investigations, government contracts, support for corporate transactions and strategic relationships, and special projects.

General Counsel, GENERAL DYNAMICS MARINE GROUP

Falls Church, VA (April 1997-June 1998). Chief legal officer of the then principal business group, comprised of Electric Boat Corporation, Bath Iron Works Corporation, American Overseas Marine Corporation, General Dynamics Advanced Technology Systems, Inc., and General Dynamics Defense Systems, Inc.

General Counsel of the Department of the Army, DEPARTMENT OF THE ARMY

Washington, DC (1990-1993). Chief legal officer of the United States Army, responsible for the final legal position on any legal matter for the Army, and for overseeing the provision of all types of legal services by more than 2500 military and civilian Army attorneys.

Associate, SUTHERLAND, ASBILL & BRENNAN

Washington, DC (1989). Anti-trust and government contracts law.

Captain, U.S. Army

(1984-1988). Government contracts, environmental law, and international cooperative programs.

Law Clerk, Honorable James B. McMillian, United States District Judge

Charlotte, NC (1983-1984).

Education

Harvard Law School, Cambridge, Massachusetts (Juris Doctor, 1983)

Davidson College, Davidson, North Carolina (B.A., cum laude, 1980)

Honors and Awards

Honorary Doctor of Laws, Stetson University Law School (May, 1999)

Phi Beta Kappa

Omicron Delta Kappa

Meritorious Service Medal with Oak Leaf Cluster, U.S. Army

Meritorious Civilian Service Medal, Department of the Army

Licensed in District of Columbia (active), Georgia and North Carolina (inactive)

National Advisory Committee, Maryville College, Maryville, TN.

Paul | Weiss



Lawyers: Biography

Jeh Charles Johnson

Partner

Jeh Charles Johnson's career has been a mixture of successful private law practice (as an experienced trial lawyer) and distinguished public service (as a federal prosecutor and presidential appointee). In private practice, Mr. Johnson has personally tried some of the highest stakes commercial cases of recent years. At age 47, he was elected a Fellow in the prestigious American College of Trial Lawyers. Mr. Johnson has been profiled on the front page of *The Wall Street Journal* (April 22, 1998), in a story in *The New York Times* (February 24, 2007) and in numerous other publications. Mr. Johnson is currently chair of the recruitment committee at Paul, Weiss.

New York

Phone 212-373-3093
 Fax 212-373-2795
 Add to Outlook

Mr. Johnson's career as a trial lawyer began in 1989-91, as an Assistant United States Attorney in the Southern District of New York, where he prosecuted public corruption cases. In three years as a federal prosecutor, Mr. Johnson tried 12 jury cases and argued 11 appeals before the Second Circuit.

Related Practices

Litigation

- Employment
- Financial Institutions
- Intellectual Property Litigation
- Internal Investigations
- Securities Litigation
- White Collar Crime & Regulatory Defense

Building on his trial experience as an AUSA, Mr. Johnson has continued to try significant civil and criminal cases in private practice:

- In 2005, Mr. Johnson represented Citigroup in defense of a \$900 million arbitration claim, the second largest ever filed with the NASD. Mr. Johnson tried the case in Denver over three weeks, after which the arbitrators dismissed all claims in their entirety. The huge victory was reported in *The Wall Street Journal*.

- In 2005, Mr. Johnson represented Salomon Smith Barney in defense of an \$86 million arbitration claim. This NASD arbitration was tried in New York over 25 days, after which the arbitrators dismissed all claims in their entirety.

Education

J.D., Columbia Law School, 1982
 B.A., Morehouse College, 1979

- In 2008, Mr. Johnson and several other Paul, Weiss partners represented songwriters and music publishers in multi-week trial proceedings before the Copyright Royalty Judges in Washington, D.C. to set mechanical royalty rates for the music industry.

Bar Admissions

New York
 District of Columbia

- In 1994, Mr. Johnson and two other Paul, Weiss partners successfully defended Armstrong World Industries in a four-month jury trial of an antitrust case in federal court in Newark. The first trial of the case, by another law firm, resulted in a \$220 million verdict against Armstrong. The court then granted a motion for a new trial. Mr. Johnson and his colleagues retried the case and obtained a defense verdict.

Courts

U.S. Supreme Court
 U.S. Court of Appeals, 1st Circuit
 U.S. Court of Appeals, 2nd Circuit
 U.S. Court of Appeals, 4th Circuit
 U.S. Court of Appeals, 6th Circuit
 U.S. Court of Appeals, 9th Circuit
 U.S. Court of Appeals, 10th Circuit
 U.S. Court of Appeals, 11th Circuit
 U.S. Court of Appeals, District of Columbia Circuit
 U.S. Court of Appeals for the Armed

- In 2001, Mr. Johnson tried a one-month AAA commercial arbitration in Washington, D.C. after which his corporate client received an award of \$33 million. All claims of the adversary were dismissed in their entirety.

- In 1996, Mr. Johnson defended one of the largest commercial banks in the world in a nine-week jury trial in New York state court; the jury verdict for the plaintiff was a small fraction of the \$30 million sought.

- In 2002, Mr. Johnson tried a one-month case in San Diego for R.J. Reynolds Tobacco Company in a suit brought by the California Attorney General concerning the company's advertising practices in the state.

- In 2006, Mr. Johnson and partner John Nathan were set to try the famed "razor wars"

Forces

U.S. District Court, Southern District of New York

U.S. District Court, Eastern District of New York

U.S. District Court, Eastern District of Michigan

U.S. District Court, District of Colorado

patent infringement case for Gillette against Energizer (Schick), before a federal jury in Boston. The case settled on the eve of trial.

In 2005, Mr. Johnson was retained by the law firm of Orrick Herrington & Sutcliffe LLP to represent it in New York state court, in an unusual lawsuit brought against the firm by a former associate who claimed fraud and breach of a promise to make him a partner at the firm. In August 2008, almost all the associate's claims were dismissed by the court, and the plaintiff was limited to nominal damages on the surviving claims.

On the appellate front, Mr. Johnson recently argued and won *Gutierrez v. Johnson & Johnson*, 523 F.3d 187 (3d Cir. 2008). Mr. Johnson argued *People ex rel. Lockyer v. R.J. Reynolds Tobacco Co.*, 116 Cal. App. 4th 1253, 11 Cal. Rptr. 3d 317 (2004), in California state appellate court. While still an associate, Mr. Johnson personally argued the appeal and prevailed in a large and complex securities case, *Shawmut Bank, N.A. v. Kress Associates*, 33 F.3d 1477 (9th Cir. 1994). While a federal prosecutor, Johnson argued *United States v. Cea*, 925 F.2d 56 (2d Cir. 1991), *United States v. Oliveras*, 905 F.2d 623 (2d Cir. 1990), and *United States v. Griffin*, 884 F.2d 655 (2d Cir. 1989), among other appellate cases.

In 1998, Mr. Johnson left Paul, Weiss for 27 months when President Clinton appointed him General Counsel of the Department of the Air Force, following nomination and confirmation by the U.S. Senate. In that position, Mr. Johnson was the chief legal officer and one of the civilian leaders of a military department of 1,700 lawyers and 500,000 personnel with an \$80 billion budget. Mr. Johnson was awarded the Decoration for Exceptional Civilian Service.

Mr. Johnson is involved in national political affairs. In 2004, Mr. Johnson served as Special Counsel to John Kerry's presidential campaign, during which he provided advice on a range of issues and made surrogate appearances on several national TV news programs. Mr. Johnson is now actively involved in Senator Barack Obama's presidential campaign, as a member of his national finance committee, as an advisor on national security and international law issues, as a delegate to the Democratic National Convention, and as New York State counsel to the campaign. Mr. Johnson has also made numerous surrogate TV appearances for the Obama campaign on NBC, MSNBC and FOX News.

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While in private practice, Mr. Johnson is active in professional and community activities. From 2001-04, he was Chair of the Judiciary Committee of the New York City Bar Association, which rates and approves all the federal, state and local judges in New York City. He now serves on the Executive Committee of the City Bar.

Mr. Johnson is a member of the Council on Foreign Relations and the American Law Institute. He currently serves on the Board of Governors of the Franklin and Eleanor Roosevelt Institute and the Board of Advisors of the National Institute of Military Justice. Mr. Johnson is a past or present director or trustee of Adelphi University, the Federal Bar Council, the Fund for Modern Courts, the New York Community Trust, the Legal Aid Society, the Delta Sigma Theta Research and Education Fund, the Vera Institute, the Lawyers' Committee for Civil Rights Under Law, the New York Hall of Science, the Film Society of Lincoln Center and the New York City Bar Fund, Inc. In 1995-97, he was an adjunct lecturer in trial practice at Columbia Law School.

Forces
 U.S. District Court, Southern District of New York
 U.S. District Court, Eastern District of New York
 U.S. District Court, Eastern District of Michigan
 U.S. District Court, District of Colorado

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Kenneth J. Krieg

Department of Defense
Office of the Secretary of Defense
Director, Program Analysis and Evaluation
Department of Defense
Office of the Secretary of Defense
Executive Secretary to the Senior Executive Council

Arlington, VA
2003 to Present
Arlington, VA
2001 to 2003

International Paper

Printing and Communications Papers

Memphis, TN

Vice President and General Manager

2000 to 2001

Office and Consumer Papers

Leading an organization of 2,500 people through the integration of the Champion acquisition that increased business by 40% to \$1.3 billion in sales. Business leadership includes unifying marketing strategies, merging of customer sales and service, focusing supply chains, consolidating manufacturing facilities, and selecting information systems. Reduced business overhead costs by approximately 30% while maintaining business strategy.

Business Manager of Office and Consumer Papers

1997-2000

Led restructuring for a \$900 million business, including integration of the Union Camp acquisition that increased business by 33%. Responsible for full profit and loss. Built market focused strategy for guiding turnaround centered on developing a portfolio of consumer brands for retail and industrial brands for corporate markets. Shifted capital out of non-competitive lines. Restructured organization around a brand focus with emphasis on improving service and customer satisfaction, speeding time to market for consumer based innovation and reducing costs in the commodity segment of the business.

Bleached Board Division

Memphis, TN

Manager of Sales and Marketing

1995-1997

Led 80 sales and service professionals in one of the company's most profitable businesses. Marketed over \$1.5 billion worldwide in five product lines. Designed and executed merger of sales groups and a significant restructuring in Federal merger. Retained customer base from both companies and grew combined business 5% over the previous year. Oversaw production control of six mills producing 2 million tons of product annually. Guided strategic planning for the division.

North American Sales Manager

1994-1996

Led group of 20 people with sales over \$230 million annually. Expanded sales volume by 15% in 1995. Executed numerous price increases (20-35% depending on product) with strong economic conditions pushing profits up 97%. Focus on customer satisfaction and supply of core customers during tight market permitted 5% price premium and sustained shipment levels during slower market. Computerized sales force and trained them to track key business performance data.

Marketing Manager

1993-1994

Re-positioned product marketing after \$500 million in capital investments. Program included improving customer communications and sales training, and expanding competitive intelligence. Updated strategic plans targeting market growth areas and improved customer service. Developed market data on environmental trends leading to \$35 million capital investments to change pulping process.

Office of Chairman and Chief Executive Officer

Purchase, NY

Executive Assistant

1990-1993

Facilitated business and issue planning for chairman and direct reports. Shaped public policy positions and management tools for chairman. Key company staff to President Bush's Commission on Environmental Quality. Initiated an ongoing partnership with The Conservation Fund.

Department of Defense

Office of the Deputy Secretary of Defense

Washington, DC

Executive Assistant

1989-1990

Managed process for building Defense Department's strategic plans and budget (\$275 billion annually). Oversaw implementation of Secretary Cheney's Defense Management Report which streamlined acquisition and management programs saving taxpayers over \$70 billion during Bush Administration.

Executive Assistant to the Transition of the Secretary-Designate **1988-1989**

Served on small staff of Secretary-Designate John Tower; developed management transition plans and political crisis management activities in the confirmation battle.

The White House

Office of the Assistant to the President for Operations.

Washington, DC

Executive Assistant

1987-1988

Reviewed President's paperwork to ensure completion of staff work and implementation of Presidential decisions. Led efforts to refocus strategy of several classified, national security programs. Coordinated management activities of two Presidential support organizations.

Office of the Secretary of Defense

Presidential Management Intern

Washington, DC

One of four post-graduate students in a two-year training program. Rotations included:

- * ***President's Special Review Board (1986-1987)*** – Investigated Iran-Contra as one of key staff on "Tower Board." Negotiated access to material; drafted and edited sections of report; and prepared Board members for investigations, press conferences and interviews.
- * ***National Security Council Staff (1986)*** – Developed planning and support tools to maximize effectiveness of the time spent by the President on national security issues.
- * ***President's Blue Ribbon Commission on Defense Management (1985-1986)*** – Managed process for developing initial Packard Commission report to the President. Wrote policy decisions for improving defense acquisition management.

Education

Harvard University

The John F. Kennedy School of Government

Master in Public Policy

1983-1985

Davidson College

Bachelor in Arts in History, Magna Cum Laude, Phi Beta Kappa

1979-1983

Zachary J. Lemnios – *Biography*



Zachary J. Lemnios is Chief Technology Officer at MIT Lincoln Laboratory. He is responsible for coordinating technology strategy across the Laboratory and for establishing and growing strategic external relationships to support current and future Laboratory missions. These strategic technology efforts include collaboration with MIT Campus to develop and leverage research projects in support of defense and related activities. He is a member of the Director's Office Staff and Laboratory Steering Committee.

At Lincoln Laboratory, Mr. Lemnios has served as Assistant Division Head of the Solid State Division, a member of the Senior Management Council, and co-chair of the New Technology Initiatives Board. As a Senior Staff member in the Solid State Division, he led efforts to develop novel system applications for a broad range of materials including CMOS/SOI, SiC, GaN, AlGaIn and GaAs. He also developed and inserted advanced microelectronics technology into performance-driven DoD applications.

During 2003–2005, Mr. Lemnios was Director of the Defense Advanced Research Projects Agency (DARPA) Microsystems Technology Office, responsible for developing and implementing the strategic vision and technical plans for the office and for transitioning those elements to the Department of Defense. From April 2002 to July 2003, he was the Deputy Director of the Information Processing Technology Office, where he was instrumental in developing and launching a new DARPA direction in cognitive systems.

Prior to joining Lincoln Laboratory, Mr. Lemnios was Assistant Director of the Electronics Technology Office, also at DARPA, and led the development and insertion of advanced microelectronics into many DoD systems. In addition to launching national research initiatives in advanced microelectronics, he sponsored the development of the first 250 nm CMOS/bulk and SOI

private investment and insurance companies. Extensive deposition experience in matters relating to investment due diligence, partnership fiduciary and financial obligations.

Central Intelligence Agency, Directorate of Operations (1986 - 1999). Case Officer and manager. Extremely successful recruiter with extensive program management. Completed Clandestine Operations in Dangerous Areas and advanced weapons training.

Chief of Operations for Area Division's Largest Installation (Aug 1998 - May 1999). Recipient of Exceptional Performance Award as Branch Chief managing operations and resources. Responsibilities included budget and personnel oversight.

Operations Officer, Overseas Assignments (1990 - 1995). Various assignments demonstrating including extensive work against terrorist (CT) and weapons proliferation targets (WMD). Substantial coordination with State Department, including role as Embassy bank advisor and Principal Embassy Money Laundering Officer, as well as with DEA, FBI, Homeland Defense, and the U.S. Military. Nominated for an Intelligence Collection Star. Multiple awards recipient.

Operations Officer, Domestic (1986-1989). Various assignments against targets from East Asia (China emphasis), Soviet Union and Eastern Europe, Middle East, and Latin America, including operational work abroad that earned Exceptional and Superior Performance Awards. Paramilitary and covert operations training.

Legal Intern, Office of the CIA General Counsel (May 1997 - Jan 1998)

Petra International Banking Corp. (1985 - 86) **Automobile sales** (1983-1985)

EDUCATION, AWARDS, MEMBERSHIPS and SKILLS

Legal Education **Washington and Lee Univ. School of Law, J.D., *cum laude***, May 1998. *Omicron Delta Kappa*; ABA National Negotiation Competition 1997, 5th Place; John W. Davis Moot Court Competition; 2nd Best Oral Advocate.

Undergraduate **The Pennsylvania State University, *cum laude***, B.A. in Comm. Studies in May 1985. *Phi Beta Kappa*, University Scholars Program; Honors Program Graduate, and Golden Key National Honor Society. Inaugural recipient of the Penn State University Schreyer Honors College Outstanding Alumni Scholar (2006).

Taiwan National University and Fu Ren Catholic University (Taiwan) (1983 - 1984). Chinese language.

Languages Fluent Spanish and some familiarity with Chinese (Mandarin) and Arabic.

Memberships Life Member Council on Foreign Relations, International Institute for Strategic Studies (IISS), Schreyer Honors College External Advisory Board (2006), Presidential Appointment to the Helsinki Commission (2008), Penn State Alumni Fellow (2008).

Raytheon

Customer Success Is Our Mission

William J. Lynn
Senior Vice President
Government Operations
and Strategy

Raytheon Company
1100 Wilson Boulevard
Arlington, Virginia
22209 USA
703.525.1550



Biography

The Honorable **William J. Lynn** is senior vice president of Government Operations and Strategy at Raytheon Company. He was elected an officer of the company in May 2005. Raytheon Company (NYSE: RTN), with 2007 sales of \$21.3 billion, is a technology leader specializing in defense, homeland security and other government markets throughout the world. With headquarters in Waltham, Mass., Raytheon employs 72,000 people worldwide.

Lynn's responsibilities include company liaison with the executive and legislative branches of the federal government, as well as state and local government relations. He also directs the corporate strategy office, where he is responsible for the development of companywide strategic plans.

Lynn joined Raytheon in August 2002 from DFI International, a Washington-based management consulting firm, where he was executive vice president. Prior to joining DFI in 2001, Lynn served four years as the Under Secretary of Defense (Comptroller). In that position, he was the chief financial officer for the Department of Defense (DoD) and the principal advisor to the Secretary of Defense for all budgetary and fiscal matters. From 1993 to 1997, Lynn was the director of program analysis and evaluation in the Office of the Secretary of Defense,

where he oversaw all aspects of the DoD's strategic planning process.

Lynn was awarded three DoD medals for distinguished public service, the Joint Distinguished Civilian Service Award from the Chairman of the Joint Chiefs of Staff and awards from the Army, Navy and Air Force. He also received the 2000 Distinguished Federal Leadership Award from the Association of Government Accountants for his efforts to improve defense accounting practices.

Before entering the DoD in 1993, Lynn served for six years on the staff of Senator Edward Kennedy as liaison to the Senate Armed Services Committee. Prior to 1987, he was a senior fellow at the National Defense University and was on the professional staff of the Institute for Defense Analyses. From 1982 to 1985, he served as the executive director of the Defense Organization Project at the Center for Strategic and International Studies.

A graduate of Dartmouth College, Lynn has a law degree from Cornell Law School and a master's in public affairs from the Woodrow Wilson School at Princeton University. His publications include a book, *Toward a More Effective Defense*, as well as articles in various newspapers and professional journals.

William J. Lynn III, Deputy Secretary of Defense

Lynn brings decades of experience and expertise in reforming government spending and making the tough choices necessary to ensure that American tax dollars are spent wisely. Lynn served as the Under Secretary of Defense (Comptroller) from 1997 to 2001. In that position, he was the chief financial officer for the Department of Defense and the principal advisor to the Secretary of Defense for all budgetary and fiscal matters. From 1993 to 1997, Lynn was the director of program analysis and evaluation in the Office of the Secretary of Defense, where he oversaw all aspects of the DoD's strategic planning process. Lynn was awarded three DoD medals for distinguished public service, the Joint Distinguished Civilian Service Award from the Chairman of the Joint Chiefs of Staff and awards from the Army, Navy and Air Force. He also received the 2000 Distinguished Federal Leadership Award from the Association of Government Accountants for his efforts to improve defense accounting practices. Lynn currently serves as senior vice president of Government Operations and Strategy at Raytheon Company. Before entering the DoD in 1993, Lynn served for six years on the staff of Senator Edward Kennedy as liaison to the Senate Armed Services Committee. He has also been a Senior Fellow at the National Defense University, on the professional staff at the Institute for Defense Analyses and served as the executive director of the Defense Organization Project at the Center for Strategic and International Studies. A graduate of Dartmouth College, Lynn has a law degree from Cornell Law School and a Master's in Public Affairs from the Woodrow Wilson School at Princeton University.



Dennis M. McCarthy

Education

University of Dayton BA 1967

Capital University Law School JD 1975

- Admitted to practice in Ohio (State and Federal Courts) and before the U. S. Supreme Court

Employment

1967 – 1978: Active duty, U. S. Marine Corps (including combat service in Vietnam)

1978 – 1999: Private law practice, Columbus Ohio (while maintaining an active career in the Marine Corps Reserve that included multiple re-calls to active duty)

- Adjunct Faculty member, Capital University Law School
- Lecturer at National, State and local continuing legal education programs
- Author of law-related articles and text book chapters
- Board member of numerous professional associations and societies
- Military assignments:
 - Infantry commands
 - Commander, Joint Task Force Chile
 - Commanding General, Marine Corps Reserve Support Command
 - Deputy CG, First Marine Expeditionary Force
 - Commanding General, Third Marine Division, Japan
 - Member, Reserve Forces Policy Board

1999 – 2005: Active duty, U. S. Marine Corps

- Director of Operations and Plans, U. S. Atlantic Command, Norfolk, VA
- Director of Reserve Affairs, Headquarters U. S. Marine Corps
- Commander, Marine Forces Reserve, New Orleans, LA
 - Concurrently assigned as Commander, Marine Forces North, New Orleans, LA/Colorado Springs, CO
- Senior Marine Officer in the Gulf Coast region; frequent host or representative of the Commandant at civilian and military events

2005 – Present: Executive Director, Reserve Officers Association of the United States (One Constitution Ave. NE, Washington, D.C.)

- Member of the Board, Rivada Networks (a privately held defense contractor)
- Vice Chairman of the Board and Lead Director, Medifast Inc. (MED)
- Leader in Residence, Franklin University Leadership Center

Dennis M. McCarthy

Page 2

Employment summaries

Private law practice: I was a partner in several firms. I practiced exclusively in the area of civil litigation on behalf of plaintiffs in tort and contract cases. I was an active member of the Ohio Academy of Trial Lawyers, the Association of Trial Lawyers of America, and the American Board of Trial Advocates.

U. S. Marine Corps: I was an active “traditional reservist” in various infantry units and was recalled to active duty for Desert Shield/Desert Storm and on several subsequent occasions. From 1984 until my retirement in 2005, I was privileged to command eight (8) different Marine Corps or Joint organizations for a total of 161 months. My focus in each of those commands was accomplishing assigned missions by supporting the people and their families who comprised the real strength of the organization. I returned to full time active duty in 1999 and was in the original group of 3-star reserve chiefs. I was the first Reserve to command Marine Forces Reserve.

Reserve Officers Association: Immediately after giving up command of the Marine Corps Reserve in 2005, I became Executive Director of ROA. This 67,000 member organization is chartered by Congress to “support and promote ... a military policy for the United States that will provide adequate national security.” In this capacity I have provided input to Congress and the Department of Defense on issues of importance to the sustainment of the all volunteer force, an effort in which the reserve components play an indispensable role. I have published a number of articles on issues important to the Reserve and National Guard, and have worked closely with the Commission on National Guard and Reserves and other groups studying reserve component issues.

I can provide references upon request. I am anxious to explore the possibility of serving at this critical time in our nation’s history.

Colonel Paul McHale
United States Marine Corps Reserve

Military Biography

September 25, 2001

Colonel Paul McHale enlisted in the Marine Reserve following his graduation from Lehigh University in 1972 and was commissioned a Second Lieutenant in December of that year. During the past 29 years, Col. McHale has served on active duty and reserve as an infantry platoon leader, rifle company commander, infantry battalion S-3, infantry regiment S-3A, infantry regiment commander and assistant division commander.

After graduation from The Basic School, Col. McHale spent two years on active duty, including an overseas deployment as a rifle platoon leader with the Second Battalion, Fourth Marines on Okinawa and in the Philippines. He was released from active duty in 1974 at which time he joined VTU 4-57 in Washington, D.C. In 1977 he was promoted to the rank of Captain.

From 1974 until 1977, Col. McHale served as a platoon commander with Supply Company, Fourth FSSG; Special Project Officer, HQMC; and Reserve Infantry Liaison Officer, Camp Lejeune, N.C. During the period 1977-1980, Col. McHale was assigned to the Individual Ready Reserve (IRR) and received an Honorable Discharge in April, 1980.

In early November 1983, following the bombing of the Marine BLT headquarters in Beirut, Lebanon, Colonel McHale requested the reappointment of his Marine Reserve commission. Granted the reappointment in August 1984, Col. McHale served as a rifle platoon leader and company commander of E Company, Second Battalion, 25th Marines, until September, 1987. In October 1988, he was promoted to the rank of Major.

From 1987 until 1990, Col. McHale was assigned to the IRR, including a tour of duty as a member of MTU PA-6. In 1989, he was assigned as an instructor in advanced infantry tactics at the School of Infantry, Camp Lejeune, N.C.

In August 1990, following Iraq's invasion of Kuwait, while performing his annual training with the First Battalion, Seventh Marines, Col. McHale received orders to extended active duty in the Persian Gulf. Assigned briefly as the battalion Executive

Officer, Col. McHale later assumed the responsibilities of Assistant Operations Officer for the Seventh Marine Regiment (Task Force Ripper). In August he deployed with the 7th Marines to Saudi Arabia and upon the expiration of his orders returned to CONUS in October. In November Col. McHale joined the Second Battalion, 24th Marines. Between January and April 1991, Col. McHale served in Saudi Arabia and Kuwait (Desert Shield and Desert Storm) as an Assistant Operations Officer with 2/24. He was released from active duty in May 1991.

From June 1991 until September 1992, Col. McHale served as the Operations Officer for Second Battalion, 25th Marines. In January 1993, Col. McHale was assigned to the 157th IMA Detachment, Washington, D.C. During the period 1993 to 1998, Col. McHale performed annual training duty as an instructor at the U.S. Naval Academy, as a student/instructor at the National War College and as an Assistant Operations Officer with the Seventh Marines, Second Marines and the 24th MEU. He was promoted to Lieutenant Colonel in September 1994.

Col. McHale joined II MACE, Camp Lejeune, N.C., in July 1999, and served two years as the G-5. He was promoted to Colonel in August of that year. During July - August, 2000 Col. McHale was assigned as the commanding officer, 24th Marine Regiment.

Col. McHale's personal decorations include the Meritorious Service Medal, the Navy Commendation Medal (2nd award), the Armed Forces Reserve Medal and the Selected Marine Corps Reserve Medal.

In civilian life, Col. McHale was elected to five terms (1982-1991) in the Pennsylvania House of Representatives and three terms (1993-1999) in the U.S. Congress, where he was a member of the Armed Services Committee and co-founder of the National Guard and Reserve Caucus. He has served as a member of the Board of Visitors of the U.S. Naval Academy and is currently an Adjunct Professor at the U.S. Army War College. In 1998, Col. McHale was awarded the DOD Distinguished Public Service Medal. A 1977 graduate of Georgetown University Law Center, he is Vice President of Tallman, Hudders and Sorrentino, P.C., a Pennsylvania law firm.



PROFILE

Senior Executive with distinguished record as a technology, business, government and community leader. Appointed by the President of the United States on March 21, 2003 to be the Nation's first Under Secretary for Science and Technology in the Department of Homeland Security.

PROFESSIONAL EXPERIENCE

Under Secretary, US Department of Homeland Security, Science and Technology
March 21, 2003 to Present

Responsible for leading the research and development Directorate of the Department of Homeland Security, utilizing our Nation's scientific and technological resources to provide federal, state and local officials with the technologies and capabilities to protect the homeland.

This Directorate was stood up in March 2003 with few people and little to no infrastructure. The infrastructure had to be built while simultaneously establishing a robust \$1B annual R&D program. My role was to provide the leadership to launch, build and provide direction for the Directorate.

Accomplishments include (this is a limited set):

- Grew staff to more than 700 men and women committed to protecting the Nation. Most were hand picked for their area of expertise.
- Created and deployed a robust Research, Development, Test and Evaluation process (RDT&E) for execution of S&T R&D programs.
- Established five University Centers of Excellence through competitions to study multiple aspects of homeland security; formed a joint Center with the Environmental Protection Agency.
- Created a 300 person S&T Scholars and Fellows Program to grow scientific expertise in the United States.
- Successfully deployed and continue to operate the national BioWatch pathogen detection system.
- Established the Biological Knowledge Center to provide 24-hour reach back capability in the event of a biological event.
- Created innovative development programs to support CBRNE and cyber needs of the Department.
- Successfully directed the two-contractor development of a Counter-Man-Portable Air Defense System (C-MANPADS) for commercial aircraft.
- Initiated the Office Interoperability and Compatibility focusing primarily on wireless communications for first responders. This includes the SAFECOM e-government program.
- Successfully implemented the SAFETY Act Office and have approved more than 50 applications.
- Launched a new program for the replacement of Plum Island Animal Disease Center.
- Developed a number of Standards related to first responder equipment.
- Completed Departmental R&D consolidation according to plans.
- Personally represented the Department through speeches, panels, tours and Congressional testimonies.
- Personally developed strong Congressional relationships.

The scientific programs launched by S&T are now approaching the completion of the first cycle of capability development that will result in significant technological improvements for the Department and the Nation.

PREVIOUS PROFESSIONAL EXPERIENCE

President of Advanced Technology Systems Lucent Technologies/General Dynamics 1997 – 2002

Led all aspects of business operations and strategy for a company that designs, manufactures, installs, and supports high technology systems and products with emphasis on fiber-optic communications. Business revenues exceeded \$400M per year.

AT&T/Lucent Technologies 1987 – 1997

- President; Vice President

AT&T Bell Laboratories 1966 – 1987

- Director; Department Head; Member of Technical Staff

EDUCATION/PROFESSIONAL TRAINING

University of Texas, Austin
PhD (1966) Engineering Mechanics
M.S. (1964) Engineering Mechanics; NASA Scholar
B.S. (1962) Mechanical Engineering; member, five Academic Honor Societies

PROFESSIONAL AFFILIATIONS

- Distinguished Engineering Graduate of the University of Texas at Austin
 - Member of Phi Eta Sigma, Pi Tau Sigma, Tau Beta Pi, Phi Kappa Phi and Sigma Xi academic honor societies
 - Chair of the Board of the United Way of Greensboro and served as the year 2000 Campaign Chair (raised over \$15.2M, the highest amount ever for Greensboro, NC).
 - Member of the Board of Trustees of North Carolina Agricultural and Technical (A&T) State University #
 - Member of the Guilford Technical Community College (GTCC) President's CEO Advisory Committee #
 - Chair for Action Greensboro Public Education Initiative #
 - Member of the Board of Guilford County Education Network #
 - Chair for Action Greensboro Public Education Initiative #
 - Honorary Chairman for the 2001 Greater Greensboro Chrysler Classic Professional Golf Tournament
 - Member of the Greensboro Area Chamber of Commerce Board of Directors
 - Member of the Greensboro Development Corporation
 - Member of Board of World Trade Center North Carolina
 - Member of the Board of Directors of the National Defense Industrial Association
 - Member of the Board of Trustees of the Navy Undersea Museum Foundation
- * Senate ethics required resignation from all affiliations to accept the Under Secretary position.
- # I have a strong interest and background in fostering improvements in public education.



Managing Director, Washington DC

Email pmoore@mckennalong.com
Phone 1.202.496.7721 Fax 1.202.496.7756

Powell A. Moore is Managing Director of Federal Government Relations for McKenna Long & Aldridge LLP. He joined the firm in February 2005.

Prior to assuming this position, Mr. Moore was Assistant Secretary of Defense for Legislative Affairs during the first term of the Administration of President George W. Bush. On January 28, 2005, he received the Defense Department's Medal for Distinguished Public Service from Secretary Donald Rumsfeld.

Active in public policy affairs in Washington for more than 38 years, Mr. Moore served as Assistant Secretary of State for Legislative Affairs under President Reagan; on the White House staff under Presidents Nixon, Ford, and Reagan; and as Chief of Staff for Senator Fred Thompson of Tennessee.

Mr. Moore began his Washington career in 1966 as Press Secretary to Senator Richard B. Russell of Georgia, and served in this capacity until Senator Russell's death in January 1971. He then joined the Nixon Administration, first serving as Deputy Director of Public Information for the Department of Justice and later as a member of the White House Legislative Affairs staff.

He left the White House in 1975, and for the subsequent six years engaged in government relations and legislative affairs consulting, representing a variety of corporations and associations.

Mr. Moore returned to the White House in January 1981 on the day following Ronald Reagan's inauguration as President of the United States. As Deputy Assistant to the President for Legislative Affairs during 1981, he managed the Senate component of the legislative affairs office at the White House.

In January 1982, President Reagan nominated him to be Assistant Secretary of State for Legislative Affairs, and he was confirmed by the U.S. Senate on February 4, 1982.

After leaving government in late 1983, Mr. Moore advised and represented business interests as a consultant and as Vice President for Legislative Affairs of the Lockheed Corporation. In this capacity, he worked with clients in the United States, Europe, and Asia.

PRACTICE AREAS

- Biodefense
- International
- Public Policy and Regulatory Affairs
- Government Affairs

EDUCATION

- University of Georgia, 1959

POWELL A. MOORE *

**McKenna Long
& Aldridge^{LLP}**
Attorneys at Law

In September 1998, he returned to government service with Senator Thompson. On April 23, 2001, President Bush nominated him to be Assistant Secretary of Defense and he was confirmed by the U.S. Senate on May 1, 2001.

 He graduated from the University of Georgia in Athens in 1959 after attending preparatory school at Georgia Military College in Milledgeville. After graduation, he was commissioned as an Infantry officer in the United States Army where he served for more than three years with tours in Baumholder, Germany, and Fort Benning, Georgia.


*Non-Attorney Professional

National Security

Michael Nacht

Professor of Public Policy and former Aaron Wildavsky
Dean at the Goldman School of Public Policy

Expertise:

U.S. national security and foreign policy, management
strategies for public organizations.

Contact:

Office phone: (510) 643-4038

E-mail: mnacht@berkeley.edu

Additional contacts:

Kathleen Maclay, Media Relations: (510) 643-5651

kmaclay@berkeley.edu

Roxanne Makasdjian, broadcast: (510) 642-6051, roxannem@berkeley.edu

Background:

Nacht served a three-year term as a member of the U.S. Department of Defense Threat Reduction Advisory Committee, for which he chaired panels on counter terrorism and counter proliferation of weapons of mass destruction, reporting to the deputy secretary of defense. He continues to consult with Los Alamos and Lawrence Livermore national laboratories on national security and homeland defense.

From 1994-1997, Nacht was assistant director for Strategic and Eurasian Affairs at the Arms Control and Disarmament Agency, leading its work on nuclear arms reduction negotiations with Russia and initiating nuclear arms control talks with China. He participated in five summit meetings with President Clinton — four with Russian President Boris Yeltsin and one with Chinese President Jiang Zemin.

Nacht has testified before Congress on subjects ranging from arms control to the supply and demand for scientists in the workplace.

He has become a campus expert for the media throughout Northern and Southern California — and nationwide — on U.S. vulnerability after 9/11; nuclear arms and the war with Iraq; international relations and public policy, missile defense; the Bush Doctrine; assessment of U.S. presidents, and more. He is interviewed locally on KRON TV (Ch. 4) on most Monday mornings at 7:15 a.m. about national security, global affairs and foreign policy. He was interviewed on National Public Radio (NPR) about Iraq and the failure to find weapons of mass destruction there, on CNBC's "Power Lunch" show about the rebuilding of Iraq after the war, and on MSNBC, also about Iraq.

Nacht has conducted hundreds of media interviews since Sept. 11, 2001.



 [Downloadable photo](#)

Articles

- An on-line audio interview (in RealPlayer format) on "Bear in Mind," a campus interview program, in which he talks with the chancellor of UC Berkeley about Iraq a year after the invasion
- NPR's Alex Chadwick spoke with Nacht on April 28, 2004, about the background of John Negroponte. The former ambassador to Honduras and current U.S. representative to the United Nations had just been nominated to serve as the U.S. ambassador to Iraq.
- Nacht has written five books and published dozens of articles on international and security affairs.

Bio

- A native of New York, Nacht earned his B.S. in aeronautics and astronautics at New York University and began his career working on missile aerodynamics for NASA before earning a Ph.D. in political science at Columbia University.

Other info

- [CV](#)

THOMAS W. O'CONNELL
Raytheon Company
Senior Manager

EDUCATION:

- * MA, Strategic Studies, International Relations, US Naval War College, 1986 (Distinguished Honor Graduate)
- * MA, Management, Central Michigan University, 1978 (With Highest Honors)
- * BA, Economics, University of Rhode Island, 1968

Numerous qualifications from military educational institutions including Tactical Intelligence, Human Intelligence, Strategic Intelligence, Electronic Warfare, Infantry, Airborne Operations, Psychological Operations, Counterterrorism, Antiterrorism, Instructor, Civil Affairs, Logistics, Industrial Operations

WORK HISTORY:

- * **Senior Manager, Raytheon Company, Arlington, VA, (previously Raytheon E-Systems) (1996 – Present)**
Member, President's National Security Telecommunications Advisory Commission Task Forces, (1999-Present), Member, 1997 Defense Science Board - Transnational Threats,
- * **Advanced Projects Manager, Intelligence/Electronic Warfare Division, ElectroSpace Systems, Chrysler Corporation, Washington Operations, Arlington, Virginia (September 1995 - September 1996)**
- * **Military Chief, Command Support Group, Office of Military Affairs, Central Intelligence Agency (1992 - 1995)**
Directed 32 person integrated office consisting of CIA GS-15s, Military O-6s (COL) and below charged with supervision of intelligence support to Joint Staff, DoD, and all four star commands. Directed operations of 10 CIA offices at worldwide military locations with responsibility for HUMINT, SIGINT, imagery, and covert action support. Supervised operations of 350 person Joint Military Intelligence Reserve Command. Established new intelligence support procedures for CIA assistance to the military. Operational experience with combating terrorism, psychological operations, Non Combatant Emergency Evacuations (NEO). Provided military support to Nonproliferation Center.
- * **Deputy Director, US Special Operations Command, Washington Office (1991 - 1992)**
Established Congressional Liaison Office. Conducted primary liaison with Joint Staff and DoD (ASD/SO-LIC) for Commander in Chief. Responsibilities include coordination for all USSOCOM activities including Combating Terrorism, Counterdrug Programs Psychological Operations, NEO, Civil Affairs.
- * **Brigade Commander, Army Special Mission Unit, US Special Operations Command (1989 - 1991)**
Commanded SIGINT, HUMINT, Special Operations, aviation, and communications units on world wide classified missions to include DESERT STORM and JUST CAUSE. Managed major acquisition programs in excess of \$100M dollars. Responded to direct tasking from US Special Operations Command and Joint Staff.
- * **J2, Joint Special Operations Command, Fort Bragg, North Carolina (1986 - 1989)**
Director of Intelligence for multi-disciplined unit responding to National Command Authority. Supervised all intelligence activities on worldwide missions and exercises, to include EW, CI, HUMINT, NEO, imagery, reconnaissance and surveillance. Assisted CINCSOC with establishment of US Special Operation Command Directorate of Intelligence.
- * **Commander, 313th Military Intelligence Battalion, 82d Airborne Division, Fort Bragg, North Carolina (1983 - 1985)** Responsible for all intelligence support to division from 750 man airborne battalion, including airborne (helicopter) and ground based EW/SIGINT, Long Range Reconnaissance and Surveillance, Ground Surveillance Radar, Ground Based Sensors, CI, interrogation, intelligence analysis, and SCI communications.
- * **Senior Intelligence Officer, DELTA FORCE, Fort Bragg, North Carolina (1980 - 1983)**
Conducted intelligence operations in support of all DELTA FORCE activities. Directed intelligence staff.
- * **Senior US Liaison Officer, British Army, Ashford, Kent, United Kingdom (1978 - 1980)**
Supervised Joint (Royal Navy, Royal Air Force, and Army) element responsible for instruction in Soviet Studies, clandestine collection. Lectured at numerous UK Military Schools. Provided tailored programs for British Army Special Air Service.

- * **Battalion, Brigade Intelligence Officer, Division G-2 Operations Officer, 82d Airborne Division, Fort Bragg, North Carolina (1974 - 1977)**
Responsible for all aspects of tactical intelligence to combat arms units. Wrote first major National Training Center-style Brigade Anti-Armor exercise. Selected to write joint airborne doctrine for Joint Staff, US Atlantic Command. Wrote major training evaluations for Air Cavalry Squadrons. Division Command Briefer. Assigned additional duties as Brigade Civil Affairs Officer.
- * **Company Commander, Army Intelligence Center and School, Fort Huachuca, Arizona (1973 - 1974)**
Commanded an 800 man HQ company for all assigned enlisted personnel.
- * **Instructor, US Army Intelligence Center and School, Fort Huachuca, Arizona (1971 -1973)**
Combat Intelligence Instructor for tactical intelligence courses.
- * **District Intelligence Advisor, Quang Ngai Province, Republic of Vietnam, Military Assistance Command (1970 - 1971)**
Coordinated district level intelligence operations, advisor to Vietnamese reconnaissance units, conducted extensive combat operations. Phoenix Program. Supervised Psychological Operations and Civil Affairs actions.

SUMMARY:

Twenty-seven years of highly successful performance in sensitive and demanding positions. Seven years of command including US Army battalion and brigade, with responsibility for multi-million dollar budgets and inventory. Selected for key leadership positions in the national intelligence and special operations community. Extensive experience with intergovernmental coordination, including Congressional liaison. Qualifications in combat arms, tactical and strategic intelligence, civil affairs, airborne operations, aviation management, electronic warfare, joint operations, with operational experience in Vietnam, Grenada, Panama, DESERT STORM, Somalia, Haiti, and the Balkans. Served sensitive tour with British Army. Performed military duties in over twenty five countries. Active participation in numerous clandestine and covert operations with career access to over twenty DoD and CIA Special Access Programs. Four years of instructor duties. Security planning and operational experience with federal law enforcement involving civil disturbance, terrorism, and Olympic security.

PROFESSIONAL MEMBERSHIPS:

- Lifetime Member All Ranks Organization, DELTA FORCE
- Association of the US Army
- Armed Forces Communications Electronics Association
- National Defense Industrial Association (Member, Executive Board, Special Operations Division)
- Association of Old Crows
- Security Affairs Support Association

PUBLICATIONS, ACADEMIC ACTIVITIES, etc.

- Army Magazine, Military Intelligence Magazine, Proceedings, Defense Intelligence Journal
- Numerous classified articles
- Winner, US Naval War College Writing Award
- Special Study for Governor, Adjutant General, Attorney General, State of Rhode Island
- Lecturer, US and British Universities

Guest Lecturer, American Enterprise Institute, Young President's Organization, Joint Military Intelligence College
AWARDS AND DECORATIONS: Exceptional Performance Award, CIA, Defense Superior Service Medal, Legion Of Merit (2), Bronze Star (3) (Valor), Purple Heart, Defense Meritorious Service Medal, Meritorious Service Medal (3) Air Medal, Army Commendation Medal (5) (2 Valor), Master Parachutist Qualification, Expert Infantry Qualification.

[REDACTED]

[Raytheon Company, 1235 Jefferson Davis Highway, Suite 800, Arlington, VA, 22202. Phone: (703) 413-5316]

Thomas W. O'Connell

A 1968 Distinguished Military Graduate of the University of Rhode Island with a BA in Economics, Mr. O'Connell began his career as an Infantry Officer in Germany. He served in Southeast Asia as a field advisor to Vietnamese forces including duties with the PHOENIX Program. Mr. O'Connell was assigned as an instructor in Combat Intelligence at the Army's Intelligence Center and School at Ft. Huachuca, Arizona prior to spending three years in the 82nd Airborne Division at Ft. Bragg, North Carolina as an intelligence officer at battalion, brigade, and division levels. During attendance at the Army's Command and General Staff College, he earned a Management MA from Central Michigan University.

Mr. O'Connell then spent two years on exchange duty with the British Army at the Joint Intelligence Centre in England, where he commanded the Foreign Armed Services Branch. From 1980 to 1983, he was the Senior Intelligence Officer for a U.S. Army Special Mission Unit. He then commanded the 313th Military Intelligence Battalion of the 82nd Airborne Division for two years, followed by attendance at the Naval War College, graduating with highest distinction and completing a Masters Degree in International Relations.

He returned to Ft. Bragg as the Director of Intelligence (J2), Joint Special Operations Command, and continued in the Special Operations Intelligence field with a two and a half year brigade command of an Army Special Mission Unit.

After a brief Pentagon assignment in the U.S. Special Operations Command's Washington Office, he served three years at the Central Intelligence Agency as Deputy for Command Support, retiring in October 1995. Mr. O'Connell's career included participation in four conflict arenas of Vietnam, Grenada, Panama, and Southwest Asia and various assignments in 33 countries. He holds a Master Parachutist rating and received numerous awards including the Defense Superior Service Medal, the Legion of Merit, the Bronze Star for Valor, the Purple Heart, and Air Medal.

He is currently a Senior Manager for Raytheon Company's Intelligence and Information Systems and has served as a frequent Task Force member of the President's National Security Telecommunications Advisory Committee.



Nov. 21, 2006

War on Terror

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DONALD H. RUMSFELD

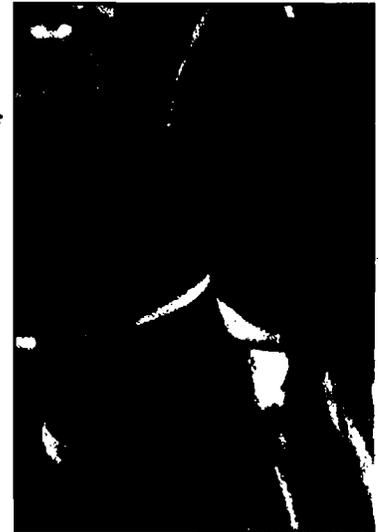
Secretary of Defense



Donald H. Rumsfeld was sworn in as the 21st Secretary of Defense on January 20, 2001. Before assuming his present post, the former Navy pilot had also served as the 13th Secretary of Defense, White House Chief of Staff, U.S. Ambassador to NATO, U.S. Congressman and chief executive officer of two Fortune 500 companies.

Secretary Rumsfeld had directed the actions of the Defense Department in response to the terrorist attacks on September 11, 2001. Thus far, the Global War on Terror has resulted in the liberation of 25 million Afghans and 27 million Iraqis, with free elections in both of those nations. Two-thirds of known Al Qaeda leaders have been captured or killed.

The war is being waged against a backdrop of major change within the Department of Defense. The department has developed a new defense strategy and replaced the old model for sizing forces with a newer approach more relevant to the 21st century. Secretary Rumsfeld proposed and the President approved significant reorganization of the worldwide defense command structure, known as the Unified Command which resulted in the establishment of the U.S. Northern Command and the U.S. Strategic Command, charged with the responsibilities formerly held by the Strategic and Space Commands which were disestablished. U.S. special operations forces have been expanded and the conduct of special operations been more closely integrated into contingency planning. He has also initiated a global restructuring of forces to better reflect the realities of the post-Cold War period, including significant shifts of forces in Europe and the Korean peninsula. The Department of Defense has developed a new model for civil service known as the National Security Personnel System. Additionally, Secretary Rumsfeld will oversee what will be the largest round of base readjustments in U.S. history, ensuring that scarce resources are available for needed combat capabilities.



Mr. Rumsfeld attended Princeton University on academic and NROTC scholarships (A.B., 1954) and the U.S. Navy (1954-57) as an aviator and flight instructor. In 1957, he transferred to the Ready Reserve and continued his Naval service in flying and administrative assignments as a drilling reservist until 1975. He transferred to the Standby Reserve when he became Secretary of Defense in 1975 and to the Retired Reserve with the rank of Captain in 1989.

In 1957, he came to Washington, DC to serve as Administrative Assistant to a Congressman. After a stint at an investment banking firm, he was elected to the U.S. House of Representatives from Illinois in 1962 at the age of 30, and was re-elected in 1964, 1966, and 1968.

Mr. Rumsfeld resigned from Congress in 1969 during his fourth term to join the President's Cabinet. He

1969 to 1970, he served as Director of the Office of Economic Opportunity and Assistant to the President. From 1971 to 1972, he was Counsellor to the President and Director of the Economic Stabilization Program. In 1973, he left Washington, DC, to serve as U.S. Ambassador to the North Atlantic Treaty Organization in Brussels, Belgium (1973-1974).

In August 1974, he was called back to Washington, DC, to serve as Chairman of the transition to the Presidency of Gerald R. Ford. He later became Chief of Staff of the White House and a member of the President's Cabinet (1974-1975). He served as the 13th U.S. Secretary of Defense, the youngest in the history (1975-1977).

From 1977 to 1985 he served as Chief Executive Officer, President, and then Chairman of G.D. Searl worldwide pharmaceutical company. The successful turnaround there earned him awards as the Outstanding Chief Executive Officer in the Pharmaceutical Industry from the Wall Street Transcript (1980) and Financial World (1981). From 1985 to 1990 he was in private business.

Mr. Rumsfeld served as Chairman and Chief Executive Officer of General Instrument Corporation from 1991 to 1993, a leader in broadband transmission, distribution, and access control technologies. Until being named as the 21st Secretary of Defense, Mr. Rumsfeld served as Chairman of the Board of Gilead Sciences, pharmaceutical company.

Before returning for his second tour as Secretary of Defense, Mr. Rumsfeld chaired the bipartisan U.S. Missile Threat Commission, in 1998, and the U.S. Commission to Assess National Security Space Management and Organization, in 2000.

During his business career, Mr. Rumsfeld continued his public service in a variety of Federal posts, including:

- * Member of the President's General Advisory Committee on Arms Control (1982 - 1986);
- * Special Presidential Envoy on the Law of the Sea Treaty (1982 - 1983);
- * Senior Advisor to the President's Panel on Strategic Systems (1983 - 1984);
- * Member of the U.S. Joint Advisory Commission on U.S./Japan Relations (1983 - 1984);
- * Special Presidential Envoy to the Middle East (1983 - 1984);
- * Member of the National Commission on Public Service (1987 - 1990);
- * Member of the National Economic Commission (1988 - 1989);
- * Member of the Board of Visitors of the National Defense University (1988 - 1992);
- * Member of the Commission on U.S./Japan Relations (1989 - 1991); and
- * Member of the U.S. Trade Deficit Review Commission (1999 - 2000).

While in the private sector, Mr. Rumsfeld's civic activities included service as a member of the National Academy of Public Administration and a member of the boards of trustees of the Gerald R. Ford Foundation, the Hoover Institution at Stanford University, and the National Park Foundation, and as Chairman of the Eisenhower Exchange Fellowships, Inc.

In 1977, Mr. Rumsfeld was awarded the nation's highest civilian award, the Presidential Medal of Freedom.

Other honors include:

- * Eagle Scout Award (1947)
- * All Navy Wrestling Champion (1956)
- * George C. Marshall Medal by the U.S. Army Association (1984)
- * Woodrow Wilson Medal by Princeton University (1985)
- * Dwight D. Eisenhower Medal (1993)
- * Lone Sailor Award by the U.S. Navy Memorial Foundation (2002)
- * Statesmanship Award by the U.S. Assoc of Former Members of Congress (2003)

- * James H. Doolittle Award by the Hudson Institute (2003)
- * Ronald Reagan Freedom Award by the Reagan Library (2003)
- * Gerald R. Ford Medal presented by President Ford and the Ford Foundation (2004)

Mr. Rumsfeld has been awarded 11 honorary degrees.



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Paul Stockton, PhD

(b)(6)



RESEARCH INTERESTS

U.S. responses to changing security threats and terrorism; national security budgets, policies, and institutions

Paul Stockton is a senior research scholar at Stanford University's Center for International Security and Cooperation (CISAC). He was formerly the associate provost at the Naval Postgraduate School in Monterey, California, and was the founding director of its Center for Homeland Defense and Security. His research focuses on how U.S. security institutions respond to changes in the threat (including the rise of terrorism), and the interaction of Congress and the Executive branch in restructuring national security budgets, policies and institutional arrangements. Stockton also serves as co-teacher of the CISAC Honors Program, which assists Stanford seniors in writing theses on international security.

Stockton joined the faculty of the Naval Postgraduate School (NPS) in August 1990. From 1995 until 2000, he served as director of NPS' Center for Civil-Military Relations. From 2000-2001, he founded and served as the acting dean of NPS' School of International Graduate Studies. He was appointed associate provost in 2001.

Stockton is co-editor of *Homeland Security*, a graduate text to be published by Oxford University Press. Stockton serves on the editorial review board of *Homeland Security Affairs*, the quarterly journal he helped establish in 2005. His research has appeared in *Political Science Quarterly*, *International Security*, and *Strategic Survey*. He is co-editor of *Reconstituting America's Defense: America's New National Security Strategy* (1992). He has also published an Adelphi Paper and has contributed chapters to a number of books, including James Lindsay and Randall Ripley, eds., *U.S. Foreign Policy After the Cold War* (1997).

From 1986-1989 Stockton served as legislative assistant to U.S. Senator Daniel Patrick Moynihan. Stockton was Senator Moynihan's personal representative on the Senate Foreign Relations Committee, and was principal advisor to the senator on defense, intelligence, counter narcotics policy and foreign affairs. Stockton was awarded a Postdoctoral Fellowship for 1989-1990 by CISAC. During his graduate studies at Harvard, he served as a research associate at the International Institute for Strategic Studies in London.

Stockton received a bachelor's degree from Dartmouth College in 1976 and a doctorate in government from Harvard in 1986.

ALEXANDER VERSHBOW

United States Ambassador, Retired

More than 30 years of professional diplomatic experience as a leader, policy innovator, negotiator and manager, including service as U.S. Ambassador in South Korea, Russia and NATO and at senior levels of the White House and State Department. Extensive expertise on Russia, Europe and Northeast Asia spanning the political, military, economic and cultural dimensions. Long record of accomplishment in crisis management, arms control, trade negotiations, public diplomacy, and support for human rights and the rule of law. Strong Russian and French language skills.

PROFESSIONAL EXPERIENCE

U.S. Department of State - Career Foreign Service Officer, 1977-2008.

U.S. Ambassador to the Republic of Korea (ROK), Seoul (2005-2008). Directed the 4th-largest U.S. Embassy in Asia (575 employees, 11 USG agencies, one consulate) and had lead responsibility for coordination with the 28,000-strong U.S. Forces Korea.

- Shaped decisions on transformation of the U.S.-ROK defense alliance, expanded U.S. defense sales to ROK, and forged a common U.S.-ROK approach to the Six Party Talks on the denuclearization of North Korea.
- Played an active part in negotiations on the Korea-U.S. Free Trade Agreement, the largest FTA since NAFTA, and received the State Department's Cordell Hull Award for this effort. Strong advocate for U.S. business in entering the Korean market. Intervened with Korean authorities to resolve trade and investment disputes.
- Engaged in extensive public outreach to Korean students and civic groups using the Internet as well as traditional media and public speaking, resulting in a substantial decline in anti-American sentiment.

U.S. Ambassador to the Russian Federation, Moscow (2001-2005). Managed what was then the largest U.S. diplomatic mission (1400 employees, 17 USG agencies and three consulates), with multi-billion dollar programs for exchanges and technical assistance in areas ranging from maternal health and democratization to narcotics control and small-business development.

- Forged U.S.-Russian cooperation in the war on terrorism post-9/11 and expanded cooperation on non-proliferation and nuclear safety, despite the strains caused by the war in Iraq.
- Expanded trade and investment by launching the U.S.-Russia Business Dialogue and Energy Dialogue. Fought for investor protection and intellectual property rights, including a major campaign against CD/DVD piracy.
- Pressed for greater Russian government attention to HIV/AIDS and human trafficking. Was a vocal advocate for democracy, media freedom and the rule of law, winning the ABA's annual Ambassador's award.
- Expanded U.S. public diplomacy in Russia, including establishing 20 "American Corners" in regional capitals across 11 time zones, which helped counter official disinformation and rising xenophobia in Putin's Russia.

U.S. Ambassador to the North Atlantic Treaty Organization (NATO) and U.S. Permanent Representative on the North Atlantic Council, Brussels, Belgium (1998-2001). Led the only integrated State-Defense diplomatic mission (120 employees). Represented the U.S. in NATO's supreme policy-making council, and engaged in daily contact with the Secretary General, 18 NATO allies, U.S. and allied military commanders, representatives of over 40 partner countries, and a broad range of other multilateral institutions and NGOs.

- Developed and implemented NATO's strategy to end ethnic cleansing and restore autonomy and self-rule in Kosovo, as well as post-conflict stabilization in Bosnia and outreach to the states of the former Soviet Union.
- Pioneered NATO's initial cooperation with Russia in the NATO-Russia Permanent Joint Council, developed NATO's New Strategic Concept for the 21st century, the first institutional links between NATO and the European Union, and strategy for the second phase of NATO enlargement.

Special Assistant to the President and Senior Director for European Affairs, National Security Council (NSC), The White House, Washington DC (1994-1997). Headed a nine-person NSC Directorate reporting directly to the National Security Advisor and his Deputy; chaired Interagency Committees at the Assistant Secretary level on European Security and Balkan issues.

- Conceived and launched the 1995 U.S. diplomatic initiative to end the war in Bosnia-Herzegovina, and headed the planning for implementation of the Dayton Peace Accords.
- Forged U.S. strategy for NATO enlargement and NATO-Russia relations, and played a central role in the negotiation of the NATO-Russia Founding Act signed by Presidents Yeltsin, Clinton and other NATO leaders.

Principal Deputy Assistant Secretary of State for European and Canadian Affairs, U.S. Department of State, Washington DC (1993-1994). Managed the State Department's largest regional bureau.

- Helped develop NATO's Partnership for Peace, managed Greece-Turkey-Cyprus tensions, developed U.S. relations with the new democracies in Central and Eastern Europe, and shaped early Clinton administration efforts to contain the conflict in Bosnia.

Deputy U.S. Permanent Representative and Deputy Chief of Mission, U.S. Mission to NATO, Brussels, Belgium (1991-1993). Acting U.S. Ambassador (February-June, 1993).

- Shaped policy for NATO's transformation following the break-up of the USSR, including creation of the North Atlantic Cooperation Council. Represented the U.S. in senior NATO policy-making bodies dealing with arms control, the crisis in former Yugoslavia, and relations with Russia.

Director, Office of Soviet Union Affairs, U.S. Department of State, Washington DC (1988-1991)

- Developed the U.S. response to *perestroika* and the dispersion of power from Moscow to the USSR's republics. Helped shape the dialogue on strategic arms reductions and on economic reform with Soviet leaders.
- Co-chaired the U.S.-Russian Human Rights Working Group. Was an advocate for expanding Jewish emigration in partnership with leading NGOs, for which was awarded the Anatoly Sharansky Freedom Award.

Earlier Foreign Service Assignments:

- Deputy Counselor for Political Affairs, U.S. Embassy, London, UK (1985-1988).
- Deputy Director for Multilateral and Security Affairs, Office of Soviet Union Affairs, U.S. Department of State (1981-1985).
- Political Officer and Vice Consul, U.S. Embassy, Moscow, USSR (1979-1981)
- Politico-Military Affairs Officer, Office of International Security Policy, Bureau of Politico-Military Affairs, U.S. Department of State (1977-1979).
- Part-time Advisor to the U.S. Delegation to the Strategic Arms Limitation Talks (SALT II) and to the U.S. Delegation to the Strategic Arms Reductions Talks (START), Geneva, Switzerland (1977-79, 1983-85)

Previous Employment before the Foreign Service

- Associate Editor, *The 1980s Project*, Council on Foreign Relations, New York, NY (1976-1977)
- Editorial Intern, *Foreign Affairs* journal, Council on Foreign Relations, New York, NY (1975-1976)

EDUCATION

M.I.A. (Master of International Affairs) and Certificate of the Russian Institute, Columbia University, School of International Affairs, New York NY

B.A. in Russian and East European Studies, Yale University, New Haven CT

WILLIAM WINKENWERD, JR., MD, MBA

OBJECTIVE

A healthcare leadership position, serving as Chief Executive Officer or Chief Operating Officer, with a health insurance company or a provider/delivery organization.

PROFILE

Senior-level healthcare leader with strong experience in health insurance operations, provider care delivery, and national health policy. Proven management record of increasing profitability, productivity, service and quality.

- **Effective leader.** Successful at multiple disciplines and developing strategies for organizational change and improving outcomes; experience working with and serving on Boards of Directors
- **Builder.** Brings vision to business plans; creates synergy among administrative and clinical teams, staff and committees to achieve goals; builds effective relationships with multiple constituency groups.
- **Communicator.** Effective in conveying information to internal and external audiences; skilled in writing, presentations and media relations.

EXPERIENCE

BLUE CROSS BLUE SHIELD OF MASSACHUSETTS, INC., Boston, MA **1998-Present**

\$4.5-billion health insurance company with 2.3-million enrollees and 3000 employees.

Vice Chairman and Executive Vice President, Health Care Services

Responsible for business and clinical operations, human resources and health providers (hospitals, physicians, pharmaceuticals, labs); \$4-billion annual medical budget.

- Exceeded all performance goals for 1999 and 2000; plan enrollment grew 47% (750,000 new enrollees).
- Markedly increased member and provider satisfaction from third to first place among key competitors, with results among the best nationally.
- Achieved "excellent" rating from National Committee for Quality Assurance.
- Grew operating income from break even to \$80 million.
- Reduced administrative expenses by more than 20%, for health care services.
- Negotiated multiple, large, complex provider contracting arrangements.
- Oversaw hiring of 900 full-time employees; reduced employee turnover rate and boosted employee morale.
- Improved provider communications with newsletters, a physician Web site and regular meetings.
- Opened communication channels with professional organizations, employers, and government officials.
- Addressed issues of provider dissatisfaction and shortened reimbursement timeframe from 31 to 22 days.
- Created new medical cost reporting and analysis system, working with actuary/finance.
- Led team for instituting a pharmacy benefit management contract, saving \$80 million over three years; implemented three-tier drug co-payment system to further reduce costs.
- Merged health affairs and health services contracting functions for improved accountability.
- Fielded media calls; spokesperson for company health care issues.

EMORY UNIVERSITY, Atlanta, GA

1996-1998

Associate Vice President for Health Affairs and Vice President, Emory Health Care

Developed and managed 100-plus physician group practice in Robert Woodruff Health Sciences Center, a \$1-billion health care delivery system; \$40-million budget, with \$200 million referred business revenue.

WILLIAM WINKENWERDER, page two

EMORY UNIVERSITY, continued

- Recruited senior-level team; director of operations, finance and nursing.
- Doubled productivity, improved physician and staff morale and reduced operating loss by more than 50%.
- Delivered innovative corporate health programs (work site clinics, executive health, travel health) for leading employers.

PRUDENTIAL HEALTHCARE, Atlanta, GA

1992-1995

\$8-billion health insurance company with 15,000 employees.

Vice President, Chief Medical Officer for Southern Operations

Responsible for 15 managed-care plans and affiliated medical group practices; 1.5 million enrollees in five southeastern states. Oversaw medical costs, coverage, medical management, clinical information systems, quality, accreditation, physician hiring and credentialing; \$1.2-billion budget.

- Created the Center for Research to study medical claims, care patterns and outcomes; recruited a former Centers for Disease Control director as first president.
- Negotiated numerous provider contracts; developed relations with hospital CEO's and physician leaders throughout Southeast.
- Doubled revenue from \$600 million to \$1.4 billion, 1992-1995.
- Increased membership from 650,000 to 1.5 million.

KAISER PERMANENTE, Atlanta, GA

1988-1992

Southeast Permanente Medical Group

\$280-million start-up with 160,000 members; a division of the \$8-billion parent HMO.

Associate Medical Director (1990-1992)

Director of Quality Assurance (1988-1990)

Responsible for quality assurance, credentialing, utilization, cost management, clinical information systems.

Active practice in primary care internal medicine.

- Developed comprehensive case management program and geriatrics program.
- Improved treatment modalities for AIDS patients.
- Reduced hospital utilization by 20%.

HEALTH CARE FINANCING ADMINISTRATION U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, Washington, D.C.

1987-1988

Special Assistant to the Administrator

Responsible for policy coordination of Medicare and Medicaid medical payment issues, speech writing, and media relations.

- Led the initiative to create legislation for Agency for Health Care Policy and Research to monitor outcomes and medical care practices; shepherded initiative from concept to legislative proposal.
- Coordinated evaluation of physician payment system, resulting in new Medicare payment policy (RBRVS).
- Received Administrator's Citation, the agency's highest award.
- Published study quantifying HIV-AIDS costs to U.S. government.

EDUCATION

Executive Management Program (six-weeks), Stanford University, 1991
School of Business Administration, Stanford, CA

MBA, The Wharton School, University of Pennsylvania, Philadelphia, PA, 1986

MD, University of North Carolina School of Medicine, Chapel Hill, NC, 1981

BS, Davidson College, Davidson, NC, 1976

WILLIAM WINKENWERDER, JR., MD, MBA

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ADDENDUM

POSTGRADUATE TRAINING AND FELLOWSHIPS

Henry J. Kaiser Family Foundation Fellowship University of Pennsylvania, Philadelphia, PA Fellowship in epidemiology and health services research. Worked with prominent national health economists at Leonard Davis Institute for Health Economics.	1984-1986
Wharton Washington Fellowship University of Pennsylvania Worked at U.S. Department of Health and Human Services to develop Reagan Administration catastrophic Medicare legislation proposal.	1986
Internal Medicine Residency North Carolina Memorial Hospital University of North Carolina, Chapel Hill, NC	1981-1984

PROFESSIONAL ASSOCIATIONS

Member, American Medical Association	1984-present
Member, American College of Physicians American Society of Internal Medicine	1984-present
Member, American College of Physician Executives Published health policy articles in New England Journal of Medicine and Journal of the American Medical Association.	1988-present

BOARD MEMBERSHIPS

Director, Federal Employees Program, Blue Cross Blue Shield Association	2000-present
Director, CareScience, Inc.	1997-present
Director, American Association of Health Plans	1999-present
Director, Medical Association of Atlanta	1994-1998



Assistant Secretary of the Navy (Research, Development and Acquisition)

The Honorable John J. Young, Jr.

Mr. Young was nominated on 24 June 2001 by President George W. Bush to serve as the Assistant Secretary of the Navy for Research, Development and Acquisition. Mr. Young was then sworn in on 17 July 2001.

As the Navy's Senior Acquisition Executive, Mr. Young has implemented a wide range of innovative organizational and business practices to increase the effectiveness and efficiency of Navy and Marine Corps procurement and research programs. He has sought to stabilize programs and control cost through emphasis on milestone-based incentive fees, control of change orders and requirements, multi-year procurement contracts, and creation of competitive and joint programs.

In support of President Bush's efforts on missile defense, Mr. Young worked with Admiral Clark and General Kadish to accomplish the transfer of the *USS Lake Erie* to the Missile Defense Agency. This transfer led to accelerated procurement of the SM-3 missile and modification of DDG-51 destroyers in order to provide initial sea-based ballistic missile defense capability for the nation. Our nation's sea-based air defense capability will be significantly enhanced through his leadership in creating the SM-6 missile, placing the highly capable AMRAAM seeker on the Navy's Standard Missile.



Working to improve the Navy's shipbuilding program, he negotiated the unprecedented swap agreement that shifted DDG-51 and LPD-17 ships between two shipyards. Further, Mr. Young led the exceptional effort to renegotiate the *USS Eisenhower* carrier refueling contract, successfully shifting to event-based incentives to control growing cost. Finally, working with the Congress, the Navy gained approval on the first Virginia Class submarine multi-year contract - a contract that includes specific incentives to reduce cost and meet schedule.

Under his leadership, the Navy acquisition team has successfully changed our acquisition approaches through programs like *Operation Respond* and the Littoral Combat Ship (LCS). In response to the urgent needs of the U.S. Marine Corps, he led the department's urgent acquisition efforts under *Operation Respond* - a team established to rapidly meet the technological and material requirements generated from deployed warfighters serving in Iraq. *Operation Respond* efforts ensured that the Marine Corps had needed items ranging from vehicle armor to helicopter survivability equipment to ballistic goggles. LCS was defined through collaborative work with the CNO and naval fleet leadership, leading to a keel laying in roughly three years after program initiation. During his tenure, the Department has also successfully made major contract awards on the DDX destroyer, the Multi-Mission Maritime Aircraft, the T-AKE auxiliary ship, the VXX Presidential helicopter, and LCS. Mr. Young has also pursued greater jointness on many efforts, including his successful merger of the Air Force and Navy Joint Tactical Radio System (JTRS) clusters and the Distributed Common Ground Station (DCGS).

During his tenure with the Committee, he served as the staff analyst for Department of Defense

procurement, research, development, test and evaluation (RDT&E) programs. Prior to leaving the Committee, he was responsible for reviewing all DoD aircraft procurement programs as well as the activities of the Ballistic Missile Defense Organization (BMDO) and the Defense Advanced Research Projects Agency (DARPA). He also evaluated the science and technology program budgets for the Navy, Air Force, and OSD.

Participating in the cooperative engineering education program at Georgia Tech, Mr. Young worked with what is now Lockheed Martin Tactical Aircraft Systems in Fort Worth, Texas. Under this program, he worked in eight different engineering groups primarily supporting the F-16 program and advanced fighter technology efforts. Mr. Young next worked at the BDM Corporation in Huntsville, Alabama, providing engineering support of Army missile defense interceptor programs.

After receiving a Master's degree in Aeronautics and Astronautics from Stanford University, he joined the technical staff at Rockwell Missile Systems Division in Duluth, Georgia. He became a member of the Technical Staff at Sandia National Laboratories in 1988 where he worked on hypersonic weapon designs and maneuvering reentry vehicle aerodynamics as well as standoff bomb concepts. While at Sandia, he was selected as an American Institute of Aeronautics and Astronautics (AIAA) Congressional Fellow. He served his AIAA fellowship with the Senate Defense Appropriations Subcommittee and then joined the Committee's Professional Staff.

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