



*The National Defense Industrial Association  
welcomes you to the...*

# **36th Atlanta Executive Seminar**

**“Challenges & Opportunities in a New and  
Changing Environment”**

**April 4 - 6, 2011  
The Ritz-Carlton (Downtown)  
Atlanta, Georgia**

**Monday, April 4, 2011**

5:00 PM -

7:00 PM

**Registration/Mixer**

Ballroom Pre-Function Area (Lower Level)

**Tuesday, April 5, 2011**

7:00 AM

**Registration/Continental Breakfast**

Pre-function Area (Lower Level)

8:00 AM

**Opening Remarks**

**Lieutenant General Lawrence P. Farrell, Jr., USAF (Ret)**

President & Chief Executive Officer

National Defense Industrial Association

8:15 AM

**Guest Presentation: Defense Efficiencies**

**The Honorable Frank Kendall**

Principal Deputy Under Secretary of Defense for  
Acquisition, Technology and Logistics, OSD

9:15 AM

**ASAALT Perspective**

**The Honorable Malcolm R. O'Neill**

Assistant Secretary of the Army (Acquisition, Logistics and  
Technology) and Army Acquisition Executive

9:45 AM

**AMC Perspective**

**General Ann E. Dunwoody, USA**

Commanding General

U.S. Army Materiel Command

10:15 AM

**BREAK**

Tuesday, April 5, 2011 cont.

10:30 AM **Economic Conditions Affecting Defense**

**Mr. Pierre Chao**

Managing Partner and Co-Founder  
Renaissance Strategic Advisors

11:15AM **Army of the Future**

**Brigadier General Edward P. Donnelly, Jr., USA**

Director, Joint & Futures  
Office of the Deputy Chief of Staff, G-8, United States Army

11:45 AM **Army Budget Outlook**

**Major General Phillip E. McGhee, USA**

Director, Army Budget, Office of the Assistant Secretary of the Army  
(Financial Management & Comptroller)

12:15 PM **Move to Lunch (Plaza Ballroom 2nd Floor)**

12:30 PM **LUNCH**

2:00 PM **Forrestal Award Presentation to Robert J. Stevens, Chairman and Chief Executive Officer, Lockheed Martin Corporation**

**Lieutenant General Lawrence P. Farrell, Jr., USAF (Ret)**

President & Chief Executive Officer  
National Defense Industrial Association

2:15 PM **Defense Industry Reflections and Insights**

**Mr. Robert J. Stevens**

Chairman and Chief Executive Officer, Lockheed Martin Corporation

2:45 PM **Outlook for the U.S. Army -- A Congressional Perspective**

**Mr. Bernard P. Ingold**

Principal Deputy, Office of the Chief Legislative Liaison  
United States Army

**Tuesday, April 5, 2011 cont.**

3:15 PM **BREAK**

3:30 PM **Contracting Challenges Panel**

**Chair: Mr. Jeffrey P. Parsons**  
Executive Director  
U.S. Army Contracting Command

**Panel: Mr. Shay Assad**  
Director  
Office of the Secretary of Defense  
Defense Procurement and Acquisition Policy

**Mr. Lee Thompson**  
Deputy Assistant Secretary of the Army for Strategic  
Communications and Business Transformation,  
Office of the Assistant Secretary of the Army  
(Acquisition, Logistics & Technology)

**Mr. Patrick Fitzgerald**  
Director  
Defense Contract Audit Agency

**Mr. James Russell**  
Deputy Director  
Defense Contract Management Agency

5:00 PM **Transition to Reception**

5:30 PM - **Reception Honoring Army Leadership & Corporate**  
7:00 PM **Executives**

Wednesday, April 6, 2011

7:00 AM **Continental Breakfast**

7:55 AM **Opening Remarks**

**Lieutenant General Lawrence P. Farrell, Jr., USAF (Ret)**

President & Chief Executive Officer  
National Defense Industrial Association

8:00 AM **Report On 2010 Army Acquisition Review**

**General David M. Maddox, USA (Ret)**

9:00 AM **BREAK**

9:15 AM **Progress Report on Achieving Efficiency and Productivity Initiatives**

**Ms. Teresa W. Gerton**

Executive Deputy to the Commanding General  
U. S. Army Materiel Command

**Mr. Thomas E. Mullins**

Deputy Assistant Secretary of the Army (Plans, Programs & Resources),  
Office of the Assistant Secretary of the Army (Acquisition, Logistics & Technology)

**Mr. Robert T. Murphy**

Executive Vice President  
Products Sector, BAE Systems, Inc.

10:45 AM **Future AMC Workload and Industry Partnership Opportunities**

**Mr. James C. Dwyer**

Deputy Chief of Staff for Logistics, G-4  
U.S. Army Materiel Command

11:15 AM **Closing Remarks**

**Lieutenant General Lawrence P. Farrell, Jr., USAF (Ret)**

President & Chief Executive Officer  
National Defense Industrial Association

## Mr. Shay Assad

Director, Defense Procurement and Acquisition Policy



Mr. Shay Assad assumed the role of director on April 3, 2006. As the Director of DPAP, he is responsible for all acquisition and procurement policy matters in the Department of Defense (DoD). He serves as the principal advisor to the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), Deputy Under Secretary of Defense for Acquisition and Technology (A&T), and the Defense Acquisition Board on acquisition/procurement strategies for all major weapon systems programs, major automated information systems programs, and services acquisitions. He is responsible for procurement/sourcing functional business process requirements in the Department's Business Enterprise Architecture (BEA) and Enterprise Transition Plan (ETP). Mr. Assad is DoD's advisor for competition, source selection, multiyear contracting, warranties, leasing and all international contracting matters. He is the functional leader for Contracting within the Department of Defense and he is also responsible for overseeing all Strategic Sourcing activities

within the Department of Defense.

Before assuming this position, Mr. Assad was the Assistant Deputy Commandant, Installations and Logistics (Contracts), Headquarters, Marine Corps, Washington, D.C. He had held the position as the Marine Corps' senior civilian contracting official since June 2004.

Upon graduating with distinction from the U.S. Naval Academy in 1972, he served two tours of duty aboard U.S. Navy destroyers and won recognition as Outstanding Junior Officer, Fifth Naval District. He then served as a Naval Procurement Officer at the Naval Sea Systems Command, where he was responsible for the negotiation and administration of the Aegis Weapons Systems engineering and production contracts.

In 1978, Mr. Assad began working for the Raytheon Company. Between 1978 and 1994 he served in several increasingly responsible contract management positions in Raytheon's largest Electronics and Missile divisions gaining extensive experience in defense, commercial and international contracting. He was intimately involved in numerous major programs such as PATRIOT, HAWK, AMRAAM, PAVE PAWS, BMEWS, Standard Missile, Aegis ER, Sparrow and Ballistic Missile Defense. In 1994, he was promoted to Vice President - Director of Contracts for Raytheon, and was subsequently promoted to Senior Vice President, Contracts in 1997. As such, he was responsible for the contract negotiation and administration activities (\$20 Billion) in all of Raytheon's businesses - both government and commercial.

In addition to his contracting duties, Mr. Assad was given numerous program and business management special assignments by Raytheon's Executive Office. These assignments spanned participation in all three of Raytheon's major operating businesses - Government, Aviation, and Engineering and Construction. In 1998 he was promoted to Executive Vice President and served as the Chief Operating Officer and subsequently, as the Chairman and Chief Executive Officer of Raytheon's Engineering and Construction (RE&C) business. RE&C was a \$2.7 billion international company with more than 15,000 professional and craft employees, 24 product lines and 11 major offices worldwide. After his retirement from the Raytheon Company, in 2001, Mr. Assad established a small business primarily providing consulting and retail services.

## Major General Barry D. Bates, USA (Ret)

Vice President, Operations, National Defense Industrial Association



Major General Barry D. Bates, USA (Ret) prior to retirement from the United States Army on 1 January 2003 , served as the Commander, 19th Theater Support Command, Eighth U.S. Army, Republic of Korea. In this capacity he was responsible for logistics support and installation management for U.S. Army forces in Korea, as well as for planning wartime logistics to support U.S. Army units deploying to Korea in the event of hostilities.

Previous positions held include Commander, Army and Air Force Exchange Service, Dallas, Texas; G4, Eighth U.S. Army / J4, U.S. Forces Korea / Deputy C4, Combined Forces Command (ROK/US), Republic of Korea; and Vice Commander, Army and Air Force Exchange Service, Dallas, Texas.

During his 32 years of military experience, General Bates has held a variety of command and staff positions in both the continental United States and overseas, serving multiple tours of duty in a joint command environment. He has held both command and staff positions in supply, maintenance and field services organizations, and in the Army's Training and Doctrine Command.

General Bates is a graduate of Oklahoma State University with a BS in Business and holds an MS Degree in Logistics Management from the Florida Institute of Technology. He is a graduate of the Industrial College of the Armed Forces and has been recognized as a Certified Professional Logistician by the Society of Logistics Engineers.

## Mr. Pierre A. Chao

Managing Partner, Renaissance Strategic Advisors



Pierre Chao is a Managing Partner and co-founder of Renaissance Strategic Advisors, a strategy and financial advisory firm. Pierre brings over 20 years of management consulting, investment banking and policy expertise in the aerospace/defense industry.

He is also a Senior Associate at the Center for Strategic and International Studies, a Washington D.C.-based, non-partisan defense and foreign policy think tank. He was a Senior Fellow and Director of Defense-Industrial Initiatives at CSIS from 2003-2007. At CSIS he directed a team of five focused on policy issues related to the defense-industrial base, including defense industrial policy, acquisition reform, trans-Atlantic relations, export controls, and technology/innovation policy.

Before joining CSIS in 2003, Pierre was a managing director and senior aerospace/defense analyst at Credit Suisse First Boston from 1999-2003, where he was responsible for following the U.S. and global aerospace/defense industry. He remained a CSFB independent senior adviser from 2003-2006.

Prior to joining CFBS, Pierre was the senior aerospace/defense analyst at Morgan Stanley Dean Witter from 1995-1999. He served as the senior aerospace/defense industry analyst at Smith Barney during 1994 and as a director at JSA International, a Boston/Paris-based management-consulting firm that focused on the aerospace/defense industry (1986-88, 1990-93). Pierre was also a co-founder of JSA Research, an equity research boutique specializing in the aerospace/defense industry. Before signing on with JSA, he worked in the New York and London offices of Prudential-Bache Capital Funding as a mergers and acquisitions banker focusing on aerospace/defense (1988-90).

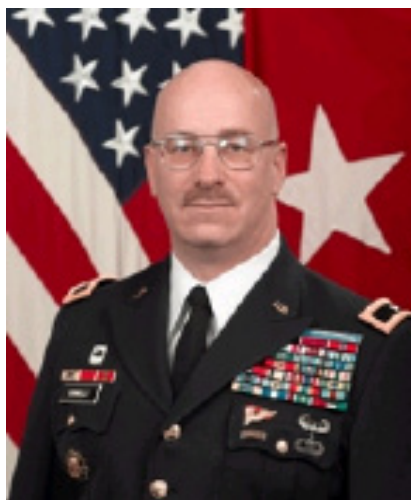
Over the course of his Wall Street career, Pierre participated in 31 aerospace/defense equity offerings/IPOs raising \$11.7 billion and dozens of buy-side and sell-side M&A assignments. In addition, Pierre garnered numerous awards while working on Wall Street. Institutional Investor ranked Pierre's team the number one global aerospace/defense group every year eligible from 2000-02 and he was on the Institutional Investor All-America Research Team every year eligible from 1996-2002. He was ranked the number one aerospace/defense analyst by corporations in the 1998-2000 Reuters Polls, the number one aerospace/defense analyst in the 1995-99 Greenwich Associates polls, and appeared on the Wall Street Journal All-Star list in four of seven eligible years.

He was a member of the 2005 Defense Board Summer Study (Assessment of Transformation), 2006 DSB Summer Study (Strategic Technology Vectors), the 2006/2007 DSB Task Force on the Health of the Defense Industry, the 2007/2008 Defense Business Board Capability Requirements Identification and Development Processes study, the 2007/2008 DBB Task Force on Relations with the Industrial Base and the 2008 DBB study on Export Control Best Practices. He was also a member of a National Research Council study on Critical Technology Accessibility (2006) and a member of an Army Science Board task force on Use of Venture Capital (2001). In 2000, Pierre was appointed by President Clinton to the Presidential Commission on Offsets in International Trade. He is also a guest lecturer at the National Defense University and an Intermittent Professor at the Defense Acquisition University.



## Brigadier General Edward P. Donnelly, Jr., USA

Director, Joint & Futures, Office of the Deputy Chief of Staff, G-8



### SOURCE OF COMMISSIONED SERVICE USMA

### EDUCATIONAL DEGREES

United States Military Academy – BA – No Major  
 Webster University – MA – Management  
 United States Army Command and General Staff College – MMAS  
 – Military Science  
 University of Missouri – MPA – Public Administration  
 Suffolk University – JD – International Law  
 United States Army War College – MA – Strategic Studies

### MILITARY SCHOOLS ATTENDED

Armor Officer Basic and Advanced Courses  
 Armed Forces Staff College  
 United States Army Command and General Staff College  
 United States Army War College

### PROMOTIONS DATE OF APPOINTMENT

2LT	7 Jun 78
1LT	7 Jun 80
CPT	1 Jan 82
MAJ	1 Mar 90
LTC	1 Jan 95
COL	1 Jul 02
BG	8 Dec 08

FROM	TO	ASSIGNMENT
Apr 79	Sep 81	Platoon Leader, later Executive Officer, A Company, later S-3 (Air), 4th Battalion, 64th Armor, 3d Infantry Division (Mechanized), United States Army Europe and Seventh Army, Germany
Sep 81	Apr 83	Commander, B Company, 4th Battalion, 64th Armor, 3d Infantry Division (Mechanized), United States Army Europe and Seventh Army, Germany
Apr 83	Dec 83	S-3 (Air), 3d Brigade, 3d Infantry Division (Mechanized), United States Army Europe and Seventh Army, Germany
Jan 84	Jul 84	Student, Armor Officer Advanced Course, United States Army Armor School, Fort Knox, Kentucky
Jul 84	Aug 87	Project Officer, later Program Manager, United States Army Combined Arms Training Activity, Fort Leavenworth, Kansas

## General Ann E. Dunwoody, USA

Commanding General, United States Army Materiel Command



General Ann E. Dunwoody assumed the duties as the U.S. Army Materiel Command's Commanding General on November 14, 2008. AMC is one of the largest commands in the Army, with more than 61,000 employees in 149 locations worldwide, including more than 30 states and 50 countries.

General Dunwoody received a direct commission as a Quartermaster officer in 1975, after graduating from the State University of New York at Cortland. She later earned a Master of Science Degree in Logistics Management from the Florida Institute of Technology in 1988 and a Master of Science Degree in National Resource Strategy from the Industrial College of the Armed Forces in 1995.

Her command assignments include: the 226th Maintenance Company Fort Sill, OK; 5th QM Detachment (ABN) Kaiserslautern, Germany; the 407th Supply and Service Battalion/ 782d Main Support Battalion (MSB) Fort Bragg, NC; the 10th Division Support Command (DISCOM) Fort Drum, NY; the 1st Corps Support Command Fort Bragg, NC; the Military Traffic Management Command (MTMC)/ Military Surface Deployment and Distribution Command (SDDC) Alexandria, VA; and the Combined Arms Support Command (CASCOM) Fort Lee, VA. She most recently served as AMC's Deputy Commanding General.

Her key Staff Assignments include 82d Division Parachute officer; strategic planner for the Chief of Staff of the Army (CSA); Executive Officer to the Director, Defense Logistics Agency; and Deputy Chief of Staff for Logistics G-4. She deployed with the 82d as the Division Parachute Officer for Desert Shield and Desert Storm from September 1990 to March 1991, and in 2001, as 1st COSCOM Commander she deployed the Log Task Force in support of OEF1 and stood up the Joint Logistics Command in Uzbekistan in support of CJTF-180. As Commander of SDDC, she supported the largest deployment and redeployment of U.S. forces since WWII.

Her awards and decorations include: the Distinguished Service Medal with Oak Leaf Cluster; Defense Superior Service Medal; Legion of Merit with two Oak Leaf Clusters; Defense Meritorious Service Medal; Meritorious Service Medal with Silver Oak Leaf Cluster; Army Commendation Medal; the Army Achievement Medal; the National Defense Service Medal with Bronze Star; SWASM (2 campaign stars); and the Kuwait Liberation Medal. Her badges include the Master Parachutist Badge and the Parachute Rigger Badge.

She has been recognized as a 2001 Distinguished Alumni for Cortland State SUNY, the 2004 recipient of the National Defense Transportation Association's DoD Distinguished Service Award, the 2007 recipient of the Military Order of the World Wars (MOWW) Distinguished Service Award and the 2009 recipient of the Association of the Industrial College of the Armed Forces Eisenhower Award.

## Mr. James C. Dwyer

Senior Executive Service, Deputy Assistant Secretary of the Army for Plans, Programs & Resources, ASA (ALT)



Jim Dwyer is a retired Army Colonel with over 27 years of military experience, specifically in combat logistics. Currently he is serving as the Deputy Chief of Staff for Logistics, G-4, Headquarters U.S. Army Materiel Command (AMC).

Mr. Dwyer also served as the Acting Director for the U.S. Army Tank-automotive and Armaments Command's Integrated Logistics Support Center. There, he led TACOM's logistics community in providing weapons systems management and responsive life cycle logistics support to a wide array of customers including the U.S. Army, Army Reserves, National Guard, other Department of Defense components and worldwide foreign military sales allies. He managed a multi-sited, multi-functional workforce of approximately 2,500 people. He was also responsible for administering over a \$5

billion budget, supporting a worldwide fleet of 650,000 vehicles and managing a 70 country Foreign Military Sales program valued at an estimated \$17 billion.

Prior to the TACOM position, he was the Vice President for Land Systems for Vision Technologies Systems in Alexandria, VA. He was responsible for marketing and business development activities for the company's land systems products and capabilities, which ranged from small arms and ammunition to howitzers and combat fighting vehicles.

Mr. Dwyer's last military assignment was as the Executive Officer for the Commander, U.S. Army Materiel Command in Alexandria, Va. Prior to that assignment, he served as Commander, Red River Army Depot in Texarkana, Texas. His logistics experiences encompass assignments as an Army Division G-4, Divisional Support Battalion Commander, Divisional Material Readiness officer, and Support Battalion Executive officer during Operations Desert Shield/Storm.

He was an Army Acquisition officer with tours in the Bradley Fighting Vehicle System and Armored Gun System Program offices. He also served a tour as a Contract Administration Team leader for the Defense Contract Management Agency.

## Ms. Teresa W. Gerton

Executive Deputy to the Commanding General, United States Army Materiel Command,  
Fort Belvoir, VA



Selected for the Senior Executive Service in June of 2003, Teresa W. Gerton became the Executive Deputy to the Commanding General, U.S. Army Materiel Command (AMC) on January 31, 2010. She is responsible for the preparation and sustainment of materiel for military operations to support full spectrum operations, current global operations, contingency planning, supply chain management, and sustainment of Warfighters. Ms. Gerton is also responsible for all personnel management; information systems, technology, modernization, and assurance; facilities management and industrial operations; intelligence, counterintelligence and technology protection; and resource management efforts and actions across all appropriations and funds during programming, budgeting, and execution. Ms. Gerton directs stationing activities and execution of changes throughout the command associated with 2005 Base Realignment and Closure legislation.

Prior to her current assignment, she served as AMC's Deputy Chief of Staff for Resource Management. She oversaw the planning, programming, budgeting, and execution of more than \$40 billion annually in appropriated and working capital funds and the maintenance of force structure documents for more than 66,000 military, civilian, and contractor personnel in support of the command's mission to provide sustainment support of Warfighters and military materiel worldwide.

Ms. Gerton also served as the Director, Program Resource and Information Systems Management Division in the Office of the Secretary of Defense, Program Analysis and Evaluation. There, she was responsible for planning and executing the annual program review of over \$400 billion in Department of Defense resources and for annually preparing, maintaining, and providing the Department's Future Year Defense Plan to Congress.

### CAREER CHRONOLOGY:

- Jun 2000 – May 2003: Analyst, Force and Infrastructure Cost Analysis Division, Office of the Secretary of Defense, Program Analysis and Evaluation (Resource Analysis) (Retired at the rank of LTC after 20 years of active military service.)
- Jul 1997 – Jun 2000: Sustaining Programs Analyst, Army Program Analysis and Evaluation, Washington, DC
- Jul 1995 – Jul 1997: Executive Officer, Corps Maintenance Battalion; Corps Material Management Officer, Corps Support Command; Fort Hood, Texas
- Jul 1991 – Jun 1994: Research Analyst, Office of Economic and Manpower Analysis; Instructor of Economics, Department of Social Science; West Point, N.Y.
- Jun 1986 – Jun 1989: Commander, Forward Support Maintenance Company; Executive Officer, Missile Maintenance Company, 8th Infantry Division, Germany
- Dec 1983 – Jun 1985: Shop Officer, Forward Support Maintenance Company; Platoon Leader, Forward Support Maintenance Company; Fort Ord, Calif.

## Mr. Patrick Fitzgerald

Director, Defense Contract Audit Agency



Mr. Fitzgerald was selected for the Senior Executive Service in December 1998. He assumed the duties of The Auditor General, U.S. Army on March 20, 2006. As the Army's Auditor General, Mr. Fitzgerald is responsible for managing the worldwide operation of the U.S. Army Audit Agency which provides internal audit service throughout the Department of the Army. The Agency's mission is to provide objective and independent auditing service to help the Army make informed decisions, resolve issues, use resources effectively and efficiently, and satisfy statutory and fiduciary responsibilities. Mr. Fitzgerald is also responsible for audit policy, training, follow-up, and liaison with external audit organizations.

He served as the Principal Deputy Auditor General from July 2004 to March 2006. Mr. Fitzgerald was the principal advisor to The Auditor General on all matters relating to the Agency's audit mission. His responsibilities included developing and overseeing the execution of the Agency's strategic audit plan to ensure it met the needs of Army leadership and overall management of audit operations to include prioritizing audit workload, allocating audit resources, and optimizing audit processes. In addition, Mr. Fitzgerald directed the planning, execution, and reporting of the Army's most sensitive and significant efforts. He collaborated with other accountability organizations such as the Department of Defense Inspector General and the Government Accountability Office on issues concerning the Agency's audit plans, projects, and results.

Mr. Fitzgerald served as the Deputy Auditor General, Policy and Operations Management from 2001 to 2004. He was principal advisor to The Auditor General on all matters pertaining to audit policy, follow-up, and liaison, auditor training and recruiting, and Agency resources. He provided management control over the Agency's operating budget, facilities, and management information system, and also oversaw the Agency's strategic plan and special studies.

He served as the Deputy Auditor General, Forces and Financial Management from 1998 to 2001.

## Lieutenant General Lawrence P. Farrell, Jr., USAF (Ret)

President & Chief Executive Officer, National Defense Industrial Association



Lieutenant General Lawrence P. Farrell, Jr., USAF (Ret.) became the President and CEO of NDIA in September 2001. Prior to his retirement from the Air Force in 1998, General Farrell served as the Deputy Chief of Staff for Plans and Programs, Headquarters U.S. Air Force, Washington, D.C. He was responsible for planning, programming and manpower activities within the corporate Air Force and for integrating the Air Force's future plans and requirements to support national security objectives and military strategy.

Previous positions include Vice Commander, Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio, and Deputy Director, Defense Logistics Agency, Arlington, Virginia. He also served as Deputy Chief of Staff for Plans and Programs at Headquarters U.S. Air Forces in Europe. A command pilot with more than 3,000 flying hours, he flew 196 combat missions in Southeast Asia, and commanded the 401st Tactical Fighter Wing, Torrejon Air

Base, Spain. He was also the system program manager for the F-4 and F-16 weapons systems with the Air Force Logistics Command, Hill Air Force Base, Utah.

General Farrell has had in-depth business development experience, having served on various business strategy groups for such companies as LABBLEE Corp, Raytheon, Labat-Anderson Inc., KPMG, Huber Corp, The Boeing Company, and Philadelphia Electric Company. He has also served on a number of study groups supporting The United States Air Force, The Rand Corporation, and The Logistics Management Institute. In addition, he has been a member of the advisory boards of UNISPHERE Inc., BAE Systems Simulation and Training, Learning Byte International, The Camber Corporation, and is past Chairman of the Board of Miltope Corporation. He currently serves on the Boards of Global Healthcare Exchange, Advanced Technology Institute, and the National Center for Defense Manufacturing and Machining.

General Farrell is a graduate of the Air Force Academy with a BS in Engineering and an MBA from Auburn University. Other education includes the National War College and the Harvard Program for Executives in National Security.

## Mr. Bernard P. Ingold

Principal Deputy Office, Chief Legislative Liaison, U.S. Army Headquarters



Mr. Bernard Ingold was appointed as Principal Deputy Chief, Legislative Liaison on June 6th, 2010. The Principal Deputy provides guidance, supervision, and synchronization for the daily activities of the Office of the Chief Legislative Liaison.

Mr. Ingold joined Office of Chief, Legislative Liaison in 1999 as the Deputy Chief Legislative Counsel. In addition to supervising the daily operations of the division, Mr. Ingold managed the Army's Legislative program. He also represented Army interests in Congressional investigations, coordinated the confirmation process for over 25 senior Army civilian officials, and served as Army liaison to Congress on issues concerning acquisition policy, service contracts, and contingency contracting operations.

Mr. Ingold was born in Sault Ste. Marie, Michigan, in 1954. He received a Bachelor's degree from the University of Michigan in 1975 and a Juris Doctor from the University of Arkansas in 1979. He earned Masters of Law degrees from the Army Judge Advocate General's Legal School and Center in 1987 and the University of Virginia School of Law in 1990. Mr. Ingold attended the Industrial College of Armed Forces in 2004 where he earned a Master of Science in Resource Strategy.

Mr. Ingold received a direct commission in the U.S. Army, Judge Advocate General's Corps in 1979. His assignments include Assistant Staff Judge Advocate at Fort Devens, Massachusetts, Appellate Defense Counsel for the U.S. Army Legal Services Agency in Falls Church, Virginia, instructor and branch chief in the Administrative Law Division, Judge Advocate General's School, in Charlottesville, Virginia, and as Deputy Staff Judge Advocate in Berlin, Germany. Mr. Ingold served as a legislative counsel in the Office, Chief of Legislative Liaison from 1993 to 1996. In his last assignment on active duty, he was the Deputy Director, Office of Legal Policy, Office of the Under Secretary of Defense (Personnel and Readiness) until his retirement in 1999.

Mr. Ingold's military awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal with two oak leaf clusters, Army Commendation Medal, Humanitarian Service Medal, and Army Achievement Medal. Mr. Ingold also was awarded the Superior Civilian Service Award.

## The Honorable Frank Kendall

Principle Deputy Under Secretary of Defense for Acquisition, Technology and Logistics



Mr. Frank Kendall was sworn in as Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics on March 8, 2010. He has more than 35 years of experience in engineering, management, defense acquisition and national security affairs in private industry, government and the military. He has been a consultant to defense industry firms, non-profit research organizations, and the Department of Defense in the areas of strategic planning, engineering management, and technology assessment. Mr. Kendall was Vice President of Engineering for Raytheon Company, where he was responsible for management direction to the engineering functions throughout the company and for internal research and development. Before assuming his current position, Mr. Kendall was a Managing Partner at Renaissance Strategic Advisors, a Virginia-based aerospace and defense sector consulting firm.

Within government, Mr. Kendall held the position of Director of Tactical Warfare Programs in the Office of the Secretary of Defense and the position of Assistant Deputy Under Secretary of Defense for Strategic Defense Systems. Mr. Kendall is a former member of the Army Science Board and the Defense Intelligence Agency Science and Technology Advisory Board and he has been a consultant to the Defense Science Board and a Senior Advisor to the Center for Strategic and International Studies. Mr. Kendall also spent ten years on active duty with the Army serving in Germany, teaching Engineering at West Point, and holding research and development positions.

Mr. Kendall is an attorney and has been active in the field of human rights, working primarily on a pro bono basis. He has worked with Amnesty International USA, where he served as a member of the Board of Directors, with Human Rights First, for whom he was an observer at Guantanamo, and with the Tahirih Justice Center, where he was Chair of the Board of Directors.

Mr. Kendall is a Distinguished Graduate of the U.S. Military Academy at West Point and he holds a Masters Degree in Aerospace Engineering from California Institute of Technology, a Master of Business Administration degree from C.W Post Center of Long Island University, and a Juris Doctor from Georgetown University Law Center.



## General David M. Maddox, USA (Ret)



David M. Maddox is an independent consultant to civilian corporations, government agencies, and defense industries regarding concepts, systems requirements, program strategies, operations and systems effectiveness, and analytic techniques and analyses. He served on the Defense Science Board study of Tactics and Technology for 21st Century Military Superiority, the study Joint Operations Superiority in the 21st Century: Integrating Capabilities Underwriting Joint Vision 2010, and the study of Integrated Fire Support; co-chaired the Army Science Board study on Strategic Maneuver and the study on Intra-theater Logistic Distribution, assisted on the ASB Study on Technical and Tactical Opportunities for Revolutionary Advances in Rapidly Deployable Joint Ground Forces in the 2015-2025 Era and on Ensuring the Financial Viability of the Objective Force; and was a member of the National Academy of Sciences study of C4ISR and the study on Defense Modeling, Simulation, and Analysis. He served as a member of the Commission on Army Acquisition &

Program Management in Expeditionary Operations and the Secretary of the Army's Review of Army Acquisition. He is vice-chair of The National Academies' Board on Army Science and Technology, a Senior Fellow of the Army Science Board, a member of the National Academy of Engineering, The Washington Institute of Foreign Affairs, the George Mason University's Volgenau School of Engineering Dean's Board of Advisors, and a member emeritus of the Corporation of the Draper Laboratory. He has served as a trustee on the Virginia Military Institute Foundation and also serves as a member of corporate boards.

His consulting involves a myriad of issues ranging from corporate acquisition strategies, leadership requirements during acquisitions and mergers, future organizational strategies and objectives, application of new technologies, software design and development, justification of new programs and systems, rationale and justification of proposals for new major contracts, assessment and justification of new concepts, and design and conduct of analytic studies of complex problems. His reputation is based upon his unique combination of practical experience and strong analytic expertise.

## Major General Phillip E. McGhee, USA

Director, Army Budget Office of the Assistant Secretary of the Army  
(Financial Management & Comptroller)



Major General Phillip E. McGhee was commissioned a second lieutenant in 1979 in the Infantry after graduating from Columbus State University with a bachelor's degree in Business. He later obtained a master's degree from Webster University in Management and a Master's of Strategic Studies from the Army War College.

Major General McGhee's past combat arms assignments include: Light Infantry Platoon Leader; Heavy Weapons Platoon Leader; Battalion Maintenance Officer; and Scout Platoon Leader with 2nd Bn, 39th Infantry, 9th Infantry Division. His finance assignments include: Cash Control Officer and Chief Pay Examination with the Finance and Accounting Office, Ft. Jackson SC. His financial management assignments include: Comptroller, 470 Military Intelligence Group, Panama; Comptroller, Flight Concepts Division, Ft Eustis, VA; Comptroller, 1st Special Forces Operational Detachment-Delta, Ft. Bragg NC; Deputy Comptroller, U.S. Special Operations Command,

MacDill AFB, FL; Comptroller, US Army Special Operations Command, Fort Bragg, NC; Executive Officer to The Assistant Secretary of The Army Financial Management and Comptroller; Director of Resource Management, Installation Management Command; and Director of Resource Management, U.S. Army Central and the Combined Forces Land Component Command USARCENT/CFLCC in Camp Arifjan, Kuwait. He is currently assigned as the Director of Army Budget, Pentagon, Arlington, VA.

His military education includes: Infantry Officers Basic Course, Finance Officer Advanced Course, Combined Arms Services Staff School (CAS<sup>3</sup>), U.S. Army Command and General Staff College, Army War College, and the General Officer Installation Command Course. Additionally, Major General McGhee is senior parachutist qualified and a Certified Defense Financial Manager.

His decorations include: Distinguished Service Medal, Legion of Merit, Bronze Star Medal, Defense Meritorious Service Medal w/2 oak leaf clusters, Meritorious Service Medal, Army Commendation Medal w/2 oak leaf clusters, Army Achievement Medal, National Defense Service Medal w/bronze service star, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Armed Forces Reserve Medal, Army Service Ribbon, Overseas Service Ribbon and the Senior Parachutist Badge. He is also a recipient of the Installation Management Command Stalwart Award.

## Mr. Thomas E. Mullins

Senior Executive Service, Deputy Assistant Secretary of the Army for Plans, Programs & Resources, ASA (ALT)



Mr. Mullins became the Deputy Assistant Secretary for Plans, Programs and Resources on November 13, 2005. He leads the planning, programming and execution of the Army's Research, Development, Test and Evaluation and Procurement Appropriations totaling over \$ 55B annually. His oversight includes serving as the co-chair of the Equipping and Sustaining Program Evaluation Groups that direct the Army's long-term Sustaining and Acquisition strategies. Mr. Mullins provides fiscal and resource counsel to the Assistant Secretary of the Army (Acquisition, Logistics and Technology). He provides oversight and direction to Reserve and National Guard acquisition efforts.

Prior to his appointment as the Deputy Assistant Secretary, Mr. Mullins served as the Deputy Director for Plans, Programs and Resources under the Deputy Assistant Secretary for Plans, Programs and Resources. Prior to this assignment he was the Director of Maneuver Systems for the Deputy for Acquisition and Systems Management and the Program Executive Officer Representative for Ground Combat Systems. Mr. Mullins has also served as a project manager and as a member of the staff of the Under Secretary of Defense for Acquisition, Technology, and Logistics, Strategic and Tactical Systems, Land Warfare.

Mr. Mullins has over 34 years of federal service including 20 years as an active Army officer with expertise in program management and business and financial management. His civilian education includes a Bachelor of Science in Physics and a Bachelor of Science in Mathematics from the Central State University in Edmond, Oklahoma, and a Master of Science in Management from the Naval Postgraduate School. He has been a member of the civilian Army Acquisition Corps since 1992 and has achieved a Level III certification in Program Management. Awards include the Legion of Merit, Office of the Secretary of Defense Award for Excellence, and numerous Exceptional Performance awards.

## Mr. Robert T. Murphy

Executive Vice President Products Sector, BAE Systems, Inc.



Robert Murphy is the executive vice president of Product Sectors for BAE Systems, Inc. and a member of the Executive Committee of BAE Systems plc. He is responsible for delivering value to shareholders by ensuring the Product Sectors are the leaders in understanding the dynamic needs of their global defense and aerospace customers and developing effective customer relationships. Further, Murphy is responsible for the development and deployment of integrated business strategies that leverage the highly skilled workforce of the company and its discriminating technology and global market positions to generate timely, cost-effective solutions that enable customers to complete their missions safely.

The Product Sectors consist of Land and Armaments, Electronic Solutions and Platform Solutions, and these businesses employ approximately 30,400 people on a global basis, with 23,000 employees in the U.S. The global operations of the Product Sectors are located in 27 states in the United States, as well as the countries of Germany, Israel, Mexico, South Africa, Sweden, Switzerland, Turkey and the United Kingdom.

Prior to taking his current role, Murphy was president of the Land and Armaments Operating Group and previously held positions in BAE Systems, Inc. as chief financial officer and president of the legacy Technology Solutions Sector. Murphy joined BAE Systems in 1999 and was previously employed by GE, where he spent 18 years holding numerous financial leadership positions of increasing responsibility, culminating in his financial leadership role with the military engines operation of the GE Aircraft Engines Group.

Murphy holds a Bachelor of Science degree in Business Administration and Marketing from the State University of New York at Plattsburgh, and has completed numerous advanced financial management and senior leadership programs.

Murphy currently serves on the Board of Visitors for the Clark School of Engineering at the University of Maryland, on the National Defense Industrial Association Board of Trustees, and is a member of the BAE Systems/FNSS Joint Venture Board of Directors.

## The Honorable Dr. Malcolm R. O'Neill

Assistant Secretary of the Army (Acquisition, Logistics and Technology) and Army Acquisition Executive



The Honorable Malcolm Ross O'Neill became the Assistant Secretary of the Army for Acquisition, Logistics and Technology [ASA(ALT)] on March 4, 2010, following nomination for the position by President Barack Obama and confirmation by the United States Senate. As the ASA(ALT), Dr. O'Neill serves as the Army Acquisition Executive, the Senior Procurement Executive, the Science Advisor to the Secretary of the Army, and the Army's Senior Research and Development official. He also has principal responsibility for all Department of the Army matters related to logistics.

Dr. O'Neill leads the execution of the Army's acquisition function and the acquisition management system. His responsibilities include providing oversight for the life cycle management and sustainment of Army weapons systems and equipment from research and development through test and evaluation, acquisition, logistics, fielding, and disposition. Dr. O'Neill also oversees the Elimination of Chemical Weapons Program. In addition, he is responsible for appointing, managing, and evaluating program executive officers as well as managing the Army Acquisition Corps and the Army Acquisition Workforce.

Prior to this position, Dr. O'Neill served as Chairman of the Board on Army Science and Technology for the National Academies and the National Research Council. From 2000 to 2006, he was Vice President and Chief Technical Officer of the Lockheed Martin Corporation and from 1996 to 2000, Dr. O'Neill served as Vice President for Operations and Best Practices in the Space and Strategic Missiles Division at Lockheed Martin Corporation.

A veteran of 34 years of active military service, Dr. O'Neill retired as a Lieutenant General in the United States Army following a highly decorated career. Some highlights of his career include serving as Director of the Ballistic Missile Defense Organization for the Department of Defense which followed his position as Deputy Director of the then-Strategic Defense Initiative Organization (SDIO); Director of the Army Acquisition Corps and Deputy for Program Assessment and International Cooperation in the Office of the Assistant Secretary of the Army for Research, Development and Acquisition, now the Office of the ASA(ALT); Commander of the U.S. Army Laboratory Command; Director of Kinetic Energy Weapons at SDIO; Program Manager (PM) for the Multiple Launch Rocket System; and Deputy PM for the North Atlantic Treaty Organization's Patriot Management Organization in Munich, Germany; as well as PM for Strategic Fire Control and Talon Gold at the Defense Advanced Research Projects Agency. Dr. O'Neill was commissioned in the U.S. Army as a Field Artillery Officer in 1962 and has served with the 82nd Airborne Division; as an Advisor with the 21st Recon Company of the 21st Army of the Republic of Vietnam Division; and Assistant Chief of Staff (Ammunition) with the Danang Support Command in Vietnam.

Dr. O'Neill holds a Bachelor of Science Degree in Physics from DePaul University in Chicago, Illinois, a Master of Science Degree in Physics and a Doctorate in Physics, both from Rice University in Houston, Texas. His military education includes degrees from the Command and General Staff College, the Defense Systems Management College, and the Army War College. He is an Honorary Fellow of the American Institute of Aeronautics and Astronautics and a Member of the National Academy of Engineering.

## Mr. Jeffrey P. Parsons

Executive Director, U.S. Army Contracting Command



Mr. Jeffrey P. Parsons is the Executive Director of the U.S. Army Contracting Command, a new major subordinate command of the U.S. Army Materiel Command (AMC). The Army Contracting Command provides global contracting support to the operational Army across the full spectrum of military operations and in garrison. Mr. Parsons commands over 5,500 military and civilian personnel worldwide, who award and manage over 270,000 contractual actions valued at more than \$80 billion per fiscal year. He exercises command and procurement authority over two subordinate commands, the Installation Contracting Command and the Expeditionary Contracting Command, and also leads the AMC Acquisition Centers which support AMC's other major subordinate commands and Life Cycle Management Commands. Mr. Parsons was appointed to the Senior Executive Service on December 15, 2003.

Prior to assuming his current position, Mr. Parsons served as the Director of Contracting, Office of Command Contracting, Headquarters, AMC, Fort Belvoir, Virginia. Responsibilities from the Office of Command Contracting transitioned into the Army Contracting Command. Mr. Parsons continues to serve as the Principal Advisor to the Commanding General of AMC and his staff on all contracting matters and as the AMC Career Program Manager for the Contracting and Acquisition Career Program, with responsibility for the recruitment, training, education, and professional development of the civilian and military contracting professionals who are part of the acquisition workforce.

Prior to his appointment to the Senior Executive Service, Mr. Parsons was the Director of Contracting, Headquarters, U.S. Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio, where he retired from active duty as an Air Force Colonel after 26 years of service. He was responsible for developing and implementing contracting policies and processes to annually acquire \$34 billion in research and development, production, test, and logistics support for Air Force weapon systems. He was directly responsible for the training, organizing, and equipping of more than 3,000 contracting professionals.

Mr. Parsons' contracting career began in 1977 as a base procurement officer supporting the 90th Strategic Missile Wing at F. E. Warren Air Force Base, Wyoming. He held a variety of positions as a contracting officer with a wide range of experience touching on all aspects of systems, logistics, and operational contracting. He was the Director of Contracting for a multi-billion dollar classified satellite program operated by the National Reconnaissance Office and served twice as a plant commander in the Defense Contract Management Agency. Mr. Parsons also held several key staff positions at Headquarters, U.S. Air Force, the Air Force Secretariat, and with the Office of the Secretary of Defense, in which he was responsible for the development, implementation, and management of integrated, coordinated, and uniform policies and programs to govern DoD procurement worldwide.

## Mr. James Russell

Deputy Director, Defense Contract Management Agency



Mr. James M. Russell serves as the Deputy Director for Defense Contract Management Agency (DCMA). He is the principal adviser to the DCMA Director on all Agency mission and management issues. This includes leadership of over 10,000 civilians and military personnel at over 800 locations who execute worldwide contract management responsibilities, covering more than 18,000 contractors and over 300,000 active contracts with well over \$200 billion in unliquidated obligations.

Most recently, Mr. Russell was the Executive Director of Financial and Business Operations/Comptroller for DCMA. He was the senior advisor to the DCMA Director on the management of the organization's business infrastructure. His duties included strategic planning; resourcing and budgeting; agency review, assessment, and evaluation; and business development and marketing. He was responsible for an annual budget of over \$1.2B per year.

Mr. Russell began his government career as a Supply Corps Officer in the U.S. Navy with tours at sea aboard the USS Callaghan and at the Defense Logistics Agency (DLA). He began his civilian career at DLA as an analyst in the DLA Operations Research Office in Richmond, Virginia. In 1987, Mr. Russell moved to Defense Contract Administration Services Region-Chicago as a Senior Operations Research Analyst.

In 1990, Mr. Russell transferred to DLA Headquarters to accept the position of Senior Studies Director for Acquisition Management. Following that assignment, he served as the Senior Program Director on the DLA Program Objective Memorandum Team, leading financial programming efforts in support of both Defense Logistics Support Command and Defense Contract Management Command. In 1998, Mr. Russell was named Director of Strategic Planning, Programming, and Analysis in DCMC where he led strategic and business planning, performance planning, resourcing, management review and assessment, and the Agency's unit cost and activity based management systems.

Mr. Russell graduated from the Ohio State University in Columbus, Ohio with a Bachelor of Science Degree in Computer and Information Science. He received a Master of Management Degree in Finance and Organizational Behavior from the J. L. Kellogg Graduate School of Management at Northwestern University in Evanston, Illinois. Mr. Russell also earned a Master of Science Degree in National Resources Strategy from the Industrial College of the Armed Forces.

## Mr. Robert J. Stevens

Chairman and Chief Executive Officer, Lockheed Martin Corporation



### 2010 James Forrestal Industry Leadership Award Recipient

Robert J. Stevens serves as Chairman and Chief Executive Officer of Lockheed Martin. He has held a variety of increasingly responsible executive positions with the Corporation, including President and Chief Operating Officer, Chief Financial Officer, and head of Strategic Planning through a career that has included experience in program management, finance, manufacturing, and operations.

Mr. Stevens is a Fellow of the American Astronautical Society, the American Institute of Aeronautics and Astronautics, the Royal Aeronautical Society, and the International Academy of Astronautics. He serves on the International Advisory Boards of the Atlantic Council and the British-American Business Council and serves as a member of the Aerospace Industries Association's Board of Governors. He is a member of the Council on Foreign Relations, is Lead Director of the Monsanto Company, and a member of the Board of Directors of the Congressional Medal of Honor Foundation. Mr. Stevens also served on President Bush's Commission to Examine the Future of the United States Aerospace Industry.

Born in McKeesport, Pennsylvania, Mr. Stevens is a summa cum laude graduate of Slippery Rock University from which he received the Distinguished Alumni Award. He earned a master's degree in engineering and management from the Polytechnic University of New York and, with a Fairchild Fellowship, earned a master's degree in business from Columbia University. He is a graduate of the Department of Defense Systems Management College Program Management course and also served in the United States Marine Corps. He has been recognized by the National Management Association as Executive of the Year, by Government Computer News as the Industry Executive of the Year, by the Partnership for Public Service with the Private Sector Council Leadership Award, and by the Marine Corps Scholarship Foundation with the Globe and Anchor Award. In 2010, he received the Marine Corps Heritage Foundation's inaugural LeJeune Recognition for Exemplary Leadership.



## Mr. Lee Thompson

Deputy Assistant Secretary of the Army for Strategic Communications and Business Transformation, Office of the Assistant Secretary of the Army (Acquisition, Logistics & Technology)



The new Deputy Assistant Secretary of the Army (DASA) for Strategic Communications and Business Transformation, Lee Thompson, enthusiastically looks forward to helping his organization improve business and communications and to identify opportunities for efficiency. In his new role, Thompson will be responsible for strategic planning, business transformation, congressional, and communication activities for the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT).

Lee Thompson, the new Deputy Assistant Secretary of the Army for Strategic Communications and Business Transformation, plans to help foster an environment of openness and transparency to properly inform media stakeholders. (U.S. Army official photo.)

Thompson plans to strongly support the ASAALT, Army, and DOD-wide efforts to improve business practices and gain efficiencies where possible in an increasingly constrained fiscal environment. In short,

Pentagon and Army leaders recognize that the DOD budget is not likely to increase at to the degrees it has in recent years, therefore challenging acquisition professionals to “do more” with what they have. The acquisition community must maximize productivity and efficiency without necessarily receiving large increases in procurement dollars as in recent, post-Sept. 11 years.

“I am pleased to be here and look forward to continuing to develop and establish more efficient practices during this time of important change for the Army,” Thompson said.

The DASA for Strategic Communications and Business Transformation is tasked with maintaining and strengthening ASAALT’s relationships with its key partners and stakeholders, including members of Congress, industry, the media, and essential partners within the Office of the Secretary of Defense.

In his congressional role, Thompson will oversee efforts to reach out to members, key committees, and their staffs. His duties will include preparing senior leaders for testimony and congressional engagements, taking the initiative to inform members of pertinent developments in a timely manner, and responding to any concerns or issues raised by members of Congress and their respective staffs.

Business transformation will also be a key focus for the new DASA. This involves working with his staff members to identify and build on opportunities to apply Lean Six Sigma and continuous performance improvement processes to acquisition programs, with an eye to streamlining data and resources and maximizing chances for positive business growth.

Thompson plans to strongly support the ASAALT, Army, and DOD-wide efforts to improve business practices and gain efficiencies where possible in an increasingly constrained fiscal environment.

Engaging the media in a way that best tells the Army story is another essential part of Thompson’s duties. He plans to stay in front of key media issues, foster relationships with vital media members, and help fashion appropriate responses to media queries. In addition, the new DASA will help foster an environment of openness and transparency to properly inform media stakeholders.





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