

Dr. Nancy Spruill

Director, Acquisition Resources and Analysis OUSD(AT&L)

Dr. Nancy Spruill received Bachelor of Science degree in Mathematics, in 1971. From 1971 to 1983, she held a variety of positions with the Center for Naval Analyses, including Technical Staff Analyst, Professional Staff Analyst and Project Director. She earned her Master of Arts in Mathematical Statistics in 1975 followed by her Doctorate in 1980.

Dr. Spruill served on the staff of the Office of the Secretary of Defense from 1983 to 1993. Initially, she was the Senior Planning, Programming, and Budget Analyst in the Manpower, Reserve Affairs and Logistics Secretariat. Later, she served as the Director for Support and Liaison for the Assistant Secretary of Defense for Force Management and Personnel. Then she served as the Senior Operations Research Analyst in the Office of the Assistant Secretary of Defense for Program Analysis and Evaluation.

In 1993, she joined the staff of the Defense Mapping Agency (DMA), serving as the Chief of Programs and Analysis Division for the DMA Comptroller. Her role included oversight of the Agency's \$800M program. Subsequently, she served as Acting Deputy Comptroller and was a member of the Reinvention Task Force for the Vice President's National Performance Review. Her reengineering work was implemented and resulted in a mapping organization that is customer focused and reduced in the management layers from eleven to three.

In March 1995, she was selected as the Deputy Director for Acquisition Resources for the Under Secretary of Defense for Acquisition and Technology (USD(AT&L)). In February 1999, she was appointed Director, Acquisition Resources & Analysis (ARA) for USD(AT&L). In this capacity she is responsible for the coordination of all defense acquisition and technology planning, programming, and budgeting process activities, as well as funds control, Congressional actions in the authorization and appropriations processes, and special analyses for the Under Secretary. She also manages the studies program for OSD and oversees USD(AT&L)'s office automation system and manages its information system network.

Dr. Spruill has been a member of the Senior Executive Service since 1995. She is a certified Acquisition Professional and an active member of the American Statistical Association. Her many honors and awards include the Defense Medal

for Exceptional Civilian Service, the Defense Medal for Meritorious Civilian Service, and the Hammer Award. She has contributed papers in publications of the statistics and defense analyses communities and authored articles in the general press on how politicians use - and abuse - statistics.