



In a ceremony at the Pentagon on Oct. 6, Defense Department General Counsel Jeh C. Johnson (right) swears in Ashton B. Carter as the 31st Deputy Secretary of Defense. Holding the Bible is Carter's wife, Stephanie. Carter was formerly the under secretary of defense for Acquisition, Technology & Logistics.

DoD photo by Erin Kirk-Cuomo

Carter Takes Office as Deputy Defense Secretary

AMERICAN FORCES PRESS SERVICE (OCT. 6, 2011)

Karen Parrish

WASHINGTON—Ashton B. Carter was sworn in as deputy secretary of defense in a private Pentagon ceremony this morning.

The Senate unanimously confirmed Carter in his new position Sept. 23. He most recently served as under secretary of defense for acquisition, technology and logistics, a job he assumed in April 2009.

Carter succeeds William J. Lynn III, who took office Feb. 12, 2009, and returns to private life.

Following Carter's Senate confirmation, Defense Secretary Leon E. Panetta thanked senators for their "strong vote of confidence" in Carter.

"Ash has a steady hand, a keen intellect, and an effective management style that will help this department keep faith with our troops and protect our nation," Panetta said. "He is already an essential part of my team as an outstanding under secretary of defense, and I look forward to his continued guidance and leadership as he assumes his new responsibilities."

Panetta said Lynn "served with distinction and was a tireless advocate for our men and women in uniform."

"I wish Bill and his family all the best for the future," the secretary added.

The deputy secretary of defense is delegated full power and authority to act for the secretary of defense and exercise the powers of the secretary on any matters for which the secretary is authorized to act.

Before filling the under secretary position, Carter was chair of the International and Global Affairs faculty at Harvard's Kennedy School of Government and co-director with former Defense Secretary William J. Perry of the Preventive Defense Project, a research collaboration of Harvard and Stanford universities.

RDECOM CERDEC Inducts Newest SES

U.S. ARMY RESEARCH, DEVELOPMENT AND ENGINEERING COMMAND PUBLIC AFFAIRS (AUG. 16, 2011)

Edric Thompson

ABERDEEN PROVING GROUND, Md.—The U.S. Army Research, Development and Engineering Command welcomed its newest Senior Executive Service member during an in-

**FROM THE ACTING UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY & LOGISTICS
FRANK KENDALL**

With the appointment of the Honorable Ashton B. Carter to the position of Deputy Secretary of Defense, I begin a period of service as Acting USD(AT&L). Please join me in congratulating Dr. Carter as he moves into his new position. After more than 40 years working in the defense area, in or out of uniform and in or out of government, it is a great honor for me to have the opportunity to serve with and lead the men and women, military and civilian, who work daily to equip and support our Warfighters, address future threats, and ensure that the American taxpayers' interests are always protected. I have total confidence in our workforce's ability to implement and continuously improve on the initiatives Dr. Carter and I started, and to adapt to the challenging fiscal environment we confront.

As Dr. Carter's Principal Deputy, I worked closely with him on all of our initiatives, and you can expect continuity in our purposes and objectives. The need for Better Buying Power, realized through affordable and well-executed programs and improved efficiency in all that we do, is even greater in the budget environment we are now experiencing. My priorities as Acting USD(AT&L) are tightly aligned with the principles Secretary Panetta has expressed — maintain the best military in the world, avoid a hollow force, take a balanced approach to achieving efficiencies, and keep faith with our men and women in uniform — and they are unchanged from those priorities Dr. Carter and I have articulated consistently, with one addition brought on by the current budget situation.

My first priority is supporting forces who are engaged in Overseas Contingency Operations. Rapid acquisition to meet urgent needs, timely and reliable logistics support, effective contingency contracting, and more efficient operational energy solutions are some of the areas we will continue to emphasize as we support our Warfighters.

Second is achieving affordable programs. The Department cannot continue the practice of starting programs that prove to be unaffordable. We will work with the requirements and resource communities to ensure the programs we start have firm cost goals in place, appropriate priorities set, and the necessary trade-offs made to keep our programs within affordable limits.

Third is improving efficiency. This is the essence of the Better Buying Power initiative, which we will continue to refine and build upon. We will continue the

never-ending quest to control and reduce our costs while acquiring products and services that provide the highest possible value to our Warfighters.

Fourth is strengthening the industrial base. Industry is our partner in the defense acquisition enterprise; without the industrial base, we could not equip and support our Warfighters. A healthy industrial base means a profitable industrial base, but it also means a lean and efficient base that provides good value for the taxpayers' defense investments and that increases in productivity over time. We will execute contracts with industry that include appropriate incentives and drive fair business deals that protect the taxpayers' interest, while providing industry with reasonable profit opportunities and without putting industry at unacceptable risk. We will ensure critical skills and capabilities in the industrial base are identified and preserved.

Fifth is strengthening our acquisition workforce. We have increased the number of people in the acquisition workforce over the last few years. While some growth may still be possible, we will increasingly turn our attention to improving the capability of the workforce that we have. Every supervisor should consider a stronger workforce to be his or her most important legacy.

Sixth and finally, we must protect the future. We are in this for the long haul, and we must be vigilant to avoid a hollow force as budgets decline. This means making sound investments in the next generation of technologies to maintain our military superiority. It means protecting essential capabilities in the industrial base such as design teams that would take a generation or more to replace. It means retaining a contingency contracting capability that can be expanded when needed. It means developing and nurturing small businesses, maintaining our installations, and ensuring the safety and security of our nuclear deterrent. Most of all, it means maintaining the very best military in the world. We will approach all of the priorities I have articulated with the need to protect the future in mind.

With these six priorities as a guide, I know the Acquisition, Technology and Logistics workforce will carry forward in its mission, driven by the same passion and professionalism that have always characterized your work. I look forward to serving with you as we team with our Nation's Warfighters to ensure the security of the American people, today and always.

AT&L Workforce—Key Leadership Changes

duction ceremony at the Myer Auditorium, here, Aug. 12.

John Willison will serve as the director for the Communications-Electronics Research, Development and Engineering Center's Command and Control directorate. He replaces Dr. Geraldo Melendez, who was named director for the Armament Research, Development and Engineering Center.

Willison, who will have 25 years of service in October, previously served as the technical director for Project Manager Battle Command, Program Executive Office Command, Control, Communications-Tactical at Fort Monmouth, N.J. He was responsible for leading the technical program for all Army Battle Command systems and development of the Battle Command technical vision, strategy, and architecture and managing execution of the system of systems engineering process.

At CERDEC C2D, he will lead an organization whose business and technology areas include information and knowledge management, portable and mobile power, platform integration and prototyping, environmental control systems, and position and navigation.

"We pause to honor individuals, such as John, for a tremendous achievement; his experience, hard work, and diligence is always something that sets him apart," said RDECOM Commanding General, MG Nickolas G. Justice, who hosted the ceremony.

"Your experience will be combined with some energetic folks in the labs who are changing the way we do things, to adapt command and control agility," Justice said.

Willison has held several leadership positions for the U.S. Army, primarily in the Communications-Electronics Life Cycle Management Command Software Engineering Center. These included director of Advanced Battlespace Solutions and director for Advanced Battlespace Solutions, chief information officer, and chief technology officer.

Willison has been a member of the New Jersey State Commission on Science & Technology and a member of the Program Advisory Boards for the Monmouth University Soft-



From left: Army Maj. Gen. Nick Justice congratulates John Willison during an SES induction ceremony. Willison will serve as the director for RDECOM CERDEC's Command and Control Directorate.

U.S. Army photo

ware Engineering Department and Brookdale Community College.

He holds a Bachelor of Science in Electrical Engineering from Lafayette College, a Master's of Science in Software Engineering from Monmouth College, and has completed the Senior Executive Fellows Program, John F. Kennedy School of Government, Harvard University.

Thompson writes for the Communications-Electronics Research, Development and Engineering Center, U.S. Army Research, Development and Engineering Command Public Affairs.

Flag Officer Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (AUG. 19, 2011)

Secretary of the Navy Ray Mabus and Chief of Naval Operations Adm. Gary Roughead announced today the following assignment: Rear Adm. Patricia E. Wolfe will be assigned as director, Joint Reserve Forces (J-9), Defense Logistics Agency, Fort Belvoir, Va. Wolfe is currently serving as commander, Navy Expeditionary Logistics Support Group, Williamsburg, Va.

Army Acquisition GOs Slated for Promotion

ARMY NEWS SERVICE (SEPT. 6, 2011)

Kris Osborn



Two female Army general officers (GO), Brig. Gen. Camille M. Nichols, Program Executive Officer–Soldier, and Brig. Gen. N. Lee S. Price, Program Executive Officer–Command, Control and Communications–Tactical (C3T), have been tapped for promotion to the two-star rank of major general by virtue of their many accomplishments, dedication to soldiers, and commitment to Army excellence, Service officials said.

“The fact that they are accomplished in their respective fields is the key point. They just happen to be women soldiers,” said Acting Assistant Secretary of the Army for Acquisition, Logistics and Technology Heidi Shyu. “Both of them have done tremendously well in their careers. Talking to both of them, you realize their dedication and their focus on doing the right thing for soldiers.”

Both Nichols and Price, nominated for promotion to the rank of major general by Defense Secretary Leon E. Panetta in July of this year, have distinguished themselves over the years through a series of impressive accomplishments in important Army leadership positions.

In fact, the accomplishments of these two female generals are a testament to core Army values of excellence and diversity, said Lt. Gen. Bill Phillips, military deputy to the ASA(ALT).

In particular, Phillips praised Nichols’ ongoing work to harness technologies to provide improved soldier protection and cited Price’s outstanding work with the Afghan Mission Network, a communications apparatus set up in Afghanistan to foster data sharing across the coalition.

“Both of them represent our Acquisition Corps with distinction. They are disciplined, they are driven, and they are mission-oriented. They live and breathe the Army values every day. They are always available. They are always on point for Army acquisition I am very proud of both of them,” said Phillips. “What makes our nation and our Army so strong is the diversity of the of people coming together from different backgrounds—believing in a common purpose and believing in a common freedom and believing in individual rights and liberty.”

Shyu—a distinguished female Army leader herself—praised Nichols for her work to get technologies quickly in the hands of soldiers and acknowledged Price’s work on Ops-Intel convergence, an effort to streamline operational and intelligence information systems.

Nichols

Nichols enlisted in the United States Army in 1975 from her hometown of Niagara Falls, N.Y. She has embodied values of Army excellence throughout numerous leadership posi-

tions during her career. A graduate of West Point in 1981, Nichols has more than 20 years' experience in Department of Defense acquisition. Her acquisition assignments include: commanding general, United States Central Command Contracting Command; commanding general, Expeditionary Contracting Command; Senior military assistant to the Under Secretary of Defense (Acquisition, Technology and Logistics); J8 Capabilities and Acquisition division director; joint program manager, Guardian; product manager, 2nd Generation Forward Looking Infrared; Army legislative liaison officer; contracting officer with the U.S. Army Corps of Engineers in Desert Shield; and systems coordinator in Assistant Secretary of the Army for Research, Development and Acquisition.

"Our Army is the best in the world because of our outstanding soldiers. I value the opportunity to help ensure our soldiers remain dominant, decisive and lethal on the battlefield. My dedication to help protect our soldiers, who are our strength and our purpose, is unwavering," said Nichols.

Price

An effective leader, in the viewpoint of Price, is one who inspires individuals to excel as a team member.

"For me, it has always been about the team," Price said. "I truly believe that if you take care of people, then the people will take care of the mission. The mission comes first and it is the number one thing that we are judged by. But it takes people—the Army is people."

Price, who has spent 36 years in the U.S. Army, served a three-year tenure as the deputy acquisition executive for the United States Special Operations Command (USSOCOM) where she was responsible for providing the specialized equipment and products for the Department of Defense Special Operators comprised of: Army Special Operations Forces and Rangers, Navy SEALs, Air Force Special Operations Command, Marine Special Operations Command, the Joint Special Operations Command, and Special Mission Units.

Before concluding her three-year assignment at USSOCOM in 2008, Price became the only female selected for the rank of general officer while serving the Special Operations community. Since then, no other female officer in the Special Operations community has achieved this rank.

Also, from July 2002 to July 2005, Price was the project manager, Defense Communications and Army Transmission Systems (PM DCATS). As PM DCATS, she was honored as the Army's Project Manager of the Year in October, 2004.

In the late '90s, Price was project manager, Defense Information System Network-Pacific, a \$2.5 billion Joint Services program. Subsequently, she served as product manager, Theater Automated Command and Control Information Management System (TACCIMS), in Seoul, Korea.

More recently as PEO C3T, Price has been managing the acquisition and development of a host of key communications programs and emerging technologies; her PEO was heavily involved in successfully integrating technologies for the recent Network Integration Exercise this past July wherein six programs were placed under formal test and as many as 29 emerging technologies were evaluated from a system-of-systems perspective.

Key programs such as Warfighter Information Network-Tactical (WIN-T), a mobile satellite network and Joint Capabilities Release (JCR), software upgrades to force tracking technology, are within her portfolio.

Price began her military career in 1975 as a private first class in the Alabama National Guard. After being commissioned through Officer Candidate School, she was transferred to the Signal Corps. She entered active duty in October 1981.

Early on in her military career, Price thrived knowing she could excel by supporting those who relied upon her.

"The ability to help others achieve their dreams and reach their potential really hooked me," she said. "I can tell you that every general officer has this in common: it's not about us, it's about what we can do in the position, the lives we can touch, and how we can enrich soldiers' lives, so they can go on to greater service."

Senior Executive Service Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (SEPT. 6, 2011)

Secretary of Defense Leon E. Panetta announced the following Department of Defense Senior Executive Service announcement: Donna K. Seymour has been appointed to the Senior Executive Service and is assigned as executive director, enterprise automation, Office of the Under Secretary of Defense (Personnel and Readiness), Washington, D.C. Seymour previously served as director, Logistics Planning and Innovation Division, Department of Navy, Arlington, Va.

Flag Officer Announcements

DEPARTMENT OF DEFENSE NEWS RELEASE (SEPT. 12, 2011)

Secretary of the Navy Ray Mabus and Chief of Naval Operations Adm. Gary Roughead announced today the following assignments:

- Rear Adm. Steven Eastburg will be assigned as vice commander, Naval Air Systems Command, Patuxent River, Md. Eastburg is currently serving as program executive officer, air anti-submarine warfare, assault and special mission programs, Patuxent River, Md.
- Rear Adm. (lower half) Paul A. Grosklags, who has been selected for promotion to rear admiral, will be assigned as program executive officer, air anti-submarine warfare, assault and special mission programs, Patuxent River, Md. Grosklags is currently serving as vice commander, Naval Air Systems Command, Patuxent River, Md.
- Mae E. Devincentis has been assigned as vice director, Defense Logistics Agency, Fort Belvoir, Va. Devincentis previously served as director, information operations, Defense Logistics Agency, Fort Belvoir, Va.
- Robert T. Foster has been assigned as deputy director, Defense Logistics Agency Information Operations, Defense Logistics Agency, Fort Belvoir, Va. Foster previously served as program executive officer, Defense Logistics Agency, Fort Belvoir, Va.
- Clyde R. Hobby has been assigned as deputy director, Defense Logistics Agency Logistics Operations, Defense Logistics Agency, Fort Belvoir, Va. Hobby previously served as executive director, strategic programs, Defense Logistics Agency, Fort Belvoir, Va.
- Anthony Montemarano has been assigned as director, strategic planning and information, Defense Information Systems Agency, Fort Meade, Md. Montemarano previously served as component acquisition executive, Defense Information Systems Agency, Fort Meade, Md.

General Officer Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (SEPT. 16, 2011)

Secretary of Defense Leon E. Panetta announced today that the President has nominated: Army Maj. Gen. Raymond V. Mason, who has been selected to the rank of lieutenant general and for assignment as deputy chief of staff, G-4, U. S. Army, Washington, D.C. Mason is currently serving as the assistant deputy chief of staff, G-4, U. S. Army, Washington, D.C.

Flag Officer Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (SEPT. 29, 2011)

Secretary of Defense Leon E. Panetta announced today that the President has made the following nomination: Navy Rear Adm. William D. French for appointment to the rank of vice admiral and for assignment as commander, Navy Installations Command, Washington, D.C. French is currently serving as commander, Navy Region Southwest, San Diego, Calif.

General Officer Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (SEPT. 30, 2011)

Secretary of Defense Leon E. Panetta has announced today that the President has nominated: Army Reserve Brig. Gen. Janet L. Cobb, for promotion to the rank of major general and assignment as assistant deputy chief of staff, G-4, mobilization and training (individual mobilization augmentee), Washington, D.C. She is currently serving as commander, U.S. Army Reserve Deployment Support Command, Birmingham, Ala.

Senior Executive Service Announcements

DEPARTMENT OF DEFENSE NEWS RELEASE (Oct. 4, 2011)

Secretary of Defense Leon E. Panetta announced today the following Department of Defense Senior Executive Service assignments:

- Edward J. Case has been assigned as director, Defense Logistics Agency Information Operations, Defense Logistics Agency, Fort Belvoir, Va. Case previously served as deputy director, information operations/chief technical officer, Defense Logistics Agency, Fort Belvoir, Va.

General Officer Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 14, 2011)

The chief of staff, Army announced today the following assignment: Maj. Gen. Robert M. Brown, deputy for acquisition and systems management, Office of the Assistant Secretary of the Army (acquisition, logistics and technology), Washington, D.C., to commander, Joint Theater Support Contracting Command, U.S. Central Command, Qatar.

McNabb Passes TRANSCOM to Fraser

AMERICAN FORCES PRESS SERVICE (OCT. 14, 2011)

Donna Miles

WASHINGTON—Presiding today at the change of command at U.S. Transportation Command, Defense Secretary Leon E. Panetta and Chairman of the Joint Chiefs of Staff Army Gen. Martin E. Dempsey hailed a logistics enterprise Panetta called the backbone of the U.S. military.

Air Force Gen. Duncan J. McNabb passed command to Air Force Gen. William M. Fraser III during the ceremony at Scott Air Force Base, Ill.

Panetta praised McNabb for his leadership of a support structure upon which he said every other military operation depends.

“Very simply, ... we could not do our missions and defend America without you,” he said. “No one goes anywhere, no one fights anywhere, no one stays anywhere without your support.”

AT&L Workforce—Key Leadership Changes

The secretary cited the scope of that support last year alone. TRANSCOM conducted more than 37,000 airlift missions, transported more than 2.3 million passengers by air, and 29 million short tons of cargo by air and sea. Meanwhile, it kept combat units in both Afghanistan and Iraq supplied with food, fuel, and spare parts, moved troops into the combat zone, and evacuated the wounded.

Troops in the field “don’t ever need to worry about whether or not they have what they need, because you never stop delivering,” Panetta said.

He praised McNabb’s vision in establishing the northern distribution network through which nearly half of all ground cargo now flows into Afghanistan.

Dempsey recalled that during his tenure as acting commander of U.S. Central Command, he saw McNabb’s efficiency in setting up the network to better support the Afghanistan mission. McNabb also introduced innovative air-dropping procedures to ensure troops in remote sites had all they needed while reducing the risks associated with ground convoys.

“We really are the only military in the world where, if we call for something, if we ask for something, if we need something on the battlefield, we are going to get it,” the chairman said. “And about nine times out of 10, it will get there because of TRANSCOM.

“We consider you the strength of our forces,” he said of the TRANSCOM team. “We couldn’t be the armed forces we are without them.”

Panetta called Fraser a “proven and effective leader” who brings a wealth of experience to the job as he follows in McNabb’s footsteps.



Air Force Gen. William Fraser III assumes command of U.S. Transportation Command from Secretary of Defense Leon E. Panetta, during the USTRANSCOM change of command ceremony. Air Force Gen. Duncan McNabb, who just relinquished the colors, looks on. Fraser assumes command after serving as commander of Air Combat Command located at Langley Air Force Base, Va. U.S. Air Force photo by Senior Airman Tristin English

McNabb, who is slated to retire Nov. 30, told Fraser he is taking command of “the best of the best.”

“You are being entrusted with one of our nation’s greatest asymmetric advantages: the strategic ability to move,” he said. “You have a championship team behind you, and I know you will be great.”

Fraser said he hopes to build on McNabb’s momentum as takes command at a challenging time—with continued high operational demands as well as new fiscal ones. Living up to them, he said, will require the entire TRANSCOM team that has earned a reputation for getting the job done.

“TRANSCOM, you deliver,” Fraser said. “It’s not the planes. It’s not the trains, the ships, or the trucks that make amazing things happen. It is the people. You are the lifeline of the warfighter.”

In Memory of Richard K. “Ric” Sylvester

Richard K. “Ric” Sylvester passed away Sept. 6, 2011, while serving as vice president for acquisition policy of the Aerospace Industries Association (AIA). He was responsible for directing the development and coordination of AIA positions on proposed procurement and environment-related legislation, regulations, and their implementation.

Ric was an early and persuasive advocate for expanding the Defense Acquisition University’s products beyond the classroom to helping the workforce perform on the job. Examples include continuous learning, knowledge sharing, and “Ask-a-Professor,” which have grown into mainstays of the university’s offerings.

He often proudly reminded his colleagues that he had been president of DAU after holding the position in an interim capacity in 2000. Many faculty and staff remember that time as a turning point between the DAU of the 1990s and what it was to become in the next decade.

Prior to his last job, Ric retired from DoD after 35 years of service. Most recently, as deputy director of Acquisition Resources and Analysis (ARA) for acquisition management, he was responsible for developing acquisition strategies, program baselines, and acquisition decision memoranda. In that capacity, he led a Joint Analysis Team in developing recommendations to improve the efficiency of acquisition program decision forums.

Ric also held several other positions within the Office of the Under Secretary of Defense (Acquisition, Technology & Logistics), where he made notable contributions. As the deputy director for property and plant equipment, working with the Under Secretary of Defense (Comptroller) and the Military Departments, Ric created the first financial reporting baseline for DoD’s military equipment and a methodology for depreciating equipment based on operating tempo. As the Assistant Deputy Under Secretary for Defense (Acquisition Reform), Ric led a team to reform the way DoD does major systems acquisition, including implementing portions of the Federal Acquisition Streamlining Act of 1994 and the Federal Acquisition Reform Act of 1996. He led the team that rewrote the DoD acquisition policy documents in 1996 and 2000, and led the development of the *Defense Acquisition Deskbook*—the first electronic precursor to today’s *Defense Acquisition Guidebook*.

Ric also served as deputy director for Defense Procurement and Acquisition Policy for acquisition workforce and career management. As a strong advocate for development of the Defense Acquisition Workforce, Ric actively supported DAU and participated in numerous training development initiatives including: acquisition reform telecasts; acquisition initiatives online training courses and Web casts; coordination of Acquisition Reform Week; and the David Packard Excellence in Acquisition Awards program.

Ric began his career in defense acquisition in 1974 with the U.S. Army where he served in various acquisition and comptroller positions, including U.S. Army Europe and 7th Army; the office of the program manager, Bradley Fighting Vehicle Systems, Tank-Automotive Command; and Army Materiel Command. He also spent a year as a Legislative Fellow on the staff of U.S. Sen. Carl Levin, Michigan Democrat.

The Department of Defense and the Acquisition Community will continue to benefit from the lasting contributions made by Richard K. Sylvester.