

### Flag Officer Assignment

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 1, 2012)

The Secretary of the Navy Ray Mabus and Chief of Naval Operations Adm. Jonathan W. Greenert announced today the following assignment: Rear Adm. (lower half) Randolph L. Mahr will be assigned as deputy director, Joint Strike Fighter Program, Office of the Under Secretary of Defense Acquisition, Technology and Logistics, Arlington, Va. Mahr is currently serving as commander, Naval Air Warfare Center, Aircraft Division/assistant commander for research and engineering, Naval Air Systems Command (AIR 4.0), Patuxent River, Md.

### Senior Executive Service Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 2, 2012)

Secretary of Defense Leon E. Panetta announced the following Department of Defense Senior Executive Service reassignment: David Bennett has been assigned as chief information officer, Defense Information Systems Agency, Fort Meade, Md. Bennett previously served as vice component acquisition executive, Defense Information Systems Agency, Fort George G. Meade, Md.

### Shyu Sworn in as Assistant Secretary of Army

ARMY NEWS SERVICE (OCT. 4, 2012)

Kris Osborn

WASHINGTON—Following her Senate confirmation as Assistant Secretary of the Army for Acquisition, Logistics and Technology, Heidi Shyu was formally sworn into office Thursday by Undersecretary of the Army Joseph W. Westphal.

The ceremony at the Pentagon, attended by numerous senior Defense officials and members of the Army's acquisition workforce, was marked by a recognition for the vital mission of equipping and modernizing the Army.

As the assistant secretary of the Army for Acquisition, Logistics and Technology, or ASA(ALT), Shyu 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. She also has the principal responsibility for all Department of the Army matters related to logistics.

Shyu's job includes the management of a 42,000-strong acquisition workforce and leadership of 13 Program Executive Offices tasked with developing technologies and managing acquisition programs.

Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall expressed his pleasure with Shyu's

formal confirmation and noted her many accomplishments spanning her career as a leader, innovator, and engineer.

"It is a great pleasure for me to be able to do this today. If there is one word I could use to describe Heidi, it would be professional. She is a woman who has had a remarkable career. Now, she is dealing with some of our toughest problems. She is a dedicated worker and dedicated to the workforce. I'm delighted to have her as a partner," Kendall told the audience.

Westphal also praised Shyu's character and many accomplishments before swearing her in as ASA (ALT). In particular, Westphal cited Shyu's focus, management skills, attention to detail, and overall professionalism.

"You have been improving the efficiency of the workforce and providing a sense of professionalism, bringing creativity and innovation to the business side of our portfolios," he added. "We really appreciate your leadership and direction and we look forward to tremendous new efforts."

After being formally sworn in, Shyu thanked many who supported her through the process and said she was honored and humbled to assume her duties as ASA(ALT).

"For 237 years, the Army has answered the nation's call wherever and whenever our soldiers are deployed. Here in this building, our paramount responsibility is to provide the equipment needed for missions and return the soldier home safely. I humbly accept the significant responsibility that comes with this job to ensure that we maintain the best-equipped Army in the world," Shyu said.

Shyu also reiterated her longstanding support for the servicemen and servicewomen who serve and sacrifice in combat, praised the dedication of the acquisition workforce, and credited her grandparents for inspiring her to pursue excellence and service to others.

"I would like to thank my grandmother who turned 103 last month. She taught me the value of tenacity and the value of never giving up," Shyu said.

Shyu briefly touched upon her leadership vision for the future, articulating a few concepts fundamental to her investment and modernization strategy.

"I will continue determined efforts and close coordination with the Army's military and civilian leadership to develop a systemic process for setting long-term equipping priorities. I refer to this as the strategic outlook, which combines intel



### Westphal Swears in Shyu

Heidi Shyu is sworn in as Assistant Secretary of the Army for Acquisition, Logistics and Technology by Undersecretary of the Army Dr. Joseph W. Westphal, Oct. 4, 2012, at the Pentagon.

U.S. Army photo

analysis of our current and planned investments in S&T [Science and Technology] and material development—linking it to emerging threats and capability gaps across a 30-year timeframe,” Shyu said.

Prior to her current role, Shyu served as the acting ASA(ALT) beginning in June 2011, and functioned as the ASA(ALT) principal deputy beginning in November 2010. Shyu came to ASA(ALT) after holding a number of leadership positions, including roles as the vice president of technology strategy for Raytheon’s Space and Airborne Systems.

She also held several other senior leadership positions at Raytheon, including corporate vice president of technology and research, vice president and technical director of Space and Airborne Systems, vice president of Unmanned and Reconnaissance Systems, senior director of Unmanned Combat Vehicles, senior director of Joint Strike Fighter, and director of JSF Integrated Radar/Electronic Warfare Sensors.

In addition to her experience at Raytheon, Shyu served as a project manager at Litton Industries and was the principal engineer for the Joint STARS Self Defense Study at Grumman. She began her career at the Hughes Aircraft Company.

Shyu holds a bachelor’s of science degree in mathematics from the University of New Brunswick in Canada; a master of science degree in mathematics from the University of Toronto; master of science degree in system science (electrical engineering) from the University of California, Los Angeles; and also an engineer degree from UCLA. She is also a graduate of the UCLA Executive Management Course and the University of Chicago Business Leadership Program.

A member of the Air Force Scientific Advisory Board from 2000 to 2010, Shyu served as the vice chairman from 2003 to 2005 and as chairman from 2005 to 2008.

### Flag Officer Assignment

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 10, 2012)

The Secretary of the Navy Ray Mabus and Chief of Naval Operations Adm. Jonathan W. Greenert announced today the following assignment: Rear Adm. (lower half) Mark W. Darrah will be assigned as commander, Naval Air Warfare Center, Aircraft Division/assistant commander for research and engineering, Naval Air Systems Command (AIR-4.0), Patuxent River, Md. Darrah is currently serving as F-35 weapons system program manager, Naval Air Systems Command, Patuxent River, Md.

### Flag Officer Assignment

DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 22, 2012)

October 22, 2012

The Secretary of the Navy Ray Mabus and Chief of Naval Operations Adm. Jonathan W. Greenert announced today the following assignment: Rear Admiral (lower half) Randall M. Hendrickson, will be assigned as commander, Navy Air and Missile Defense Command and program executive, Aegis BMD, Missile Defense Agency, Dahlgren, Va. Hendrickson is currently serving as deputy director, Missile Defense Agency, Fort Belvoir, Va.

*Correction: Oct. 24, 2012—Rear Adm. Hendrickson will also be assigned as commander, Navy Air and Missile Defense Command, Missile Defense Agency, Dahlgren, Va.*

### New Director Details Elements of DARPA's Future Success

AMERICAN FORCES PRESS SERVICE (OCT. 23, 2012)

Cheryl Pellerin

WASHINGTON—Breakthrough national security capabilities, a differentiated U.S. technology base, and a continued robust Defense Advanced Research Projects Agency are elements of DARPA's future success, Arati Prabhakar, the agency's director, said here yesterday.

Prabhakar, who started July 30 as DARPA's new director, addressed an audience of Office of Naval Research leaders and program managers and members of industry, academia, and other government agencies at ONR's Naval Science and Technology Partnership Conference.

"We are working today on projects that will make an impact in the next two years and the next four years and the next six years, but that's just the tip of the spear," Prabhakar said. "The true impact from the work we're doing today is going to be felt over a period of a decade or two decades or three decades. So I like to imagine a future in 2025 or 2030, or maybe even 2035, [in which we're] able to go back and say,

"We did the right things ... and made the right investments and found the right people to work with."

The director, who received a doctorate in applied physics and a master of science degree in electrical engineering from the California Institute of Technology, joined DARPA as a program manager in 1986. Over seven years, she initiated and managed programs in advanced semiconductor technology, flexible manufacturing, and demonstration projects to insert new semiconductor technologies into military systems.

She also was the founding director of DARPA's Microelectronics Technology Office, leading a team of program managers in optoelectronics, infrared imaging, nanoelectronics, and other areas.

During 19 years away from DARPA, in a career spent investing in world-class engineers and scientists to create new technologies and businesses, Prabhakar said she had a proprietary interest in the results of her early work at the agency.

"I found that the work I did and that my office had done and that my colleagues across the agency did in partnership with the Services and the commercial sector led to a blossoming of capability over a couple of decades," the director said.

"As I watched, I saw our soldiers own the battlefield because of the capabilities we had given them in sensing and communications and navigation and a host of other technologies. And in the commercial sector, I watched an explosion of capability in wireless communications and consumer electronics," she recalled.

Looking across the U.S. technical community, she said, she saw "one person after another who had been part of the projects that we had worked on in the early days when I was at DARPA, and those individuals went on to make huge contributions to businesses, to national security, and to academia."

As she thought about returning to DARPA this summer, Prabhakar said, she considered the impact she and the agency could have on national security, the nation's technology base, and the technical community.

"There really is no better place [to be than] embedded in this particular community. ... In the years that I'm with DARPA, I hope we can make the kinds of investments that have the same hugely disproportionate impact in the years to come," she said.

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## AT&L Workforce—Key Leadership Changes

DARPA was created after the Soviet Union sent Sputnik into space in 1957, Prabhakar said, creating the first artificial Earth satellite and a rude technological surprise for the United States.

“Our core mission then and now is to focus on creating [strategic] surprise and preventing that kind of surprise for our country,” the director explained, adding that breakthrough national security capabilities ultimately are about creating decisive surprise—the kind that changes outcomes.

This year is an especially interesting time to think about how to create surprise in U.S. national security, she said.

“We’re winding up over a decade of two ground wars and dealing with counterinsurgency challenges,” Prabhakar noted. “It’s an important time for us all, and DARPA in particular, to put our heads up, to look ahead, to think about what the future issues are going to be for national security, and to have that influence the work we’ll be doing in this time period.”

One program in development at DARPA to deal with today’s more complex, less predictable world is a long-range anti-ship-missile called LRASM, or Long Range Anti-Ship Missile.

“It’s an approach to a new weapon system that fundamentally changes the way our sailors will engage with a very sophisticated enemy defense capability,” she said.

The missile’s own high degree of sophistication will dramatically change the range at which sailors can engage, how things go if they’re in a GPS-denied environment, and what sailors have to know about their target, the director said.

“We think this can be the next generation of advanced cruise missile,” she added. “It’s a project where we’ve made a tremendous amount of progress working with the Navy and the contractor community, and I think it ... is a great example of one of many projects at DARPA that can dramatically change a specific mission or a specific scenario.”

But even LRASM is no silver bullet for the future battlefield, the director said, “so when we step back and [consider] what it would take to change the ... warfighting environment in a radical and fundamental way, that’s a much tougher question.”

It will help to add to LRASM new technologies that will advance electronic warfare in dramatic ways and the ability to conduct effective cyber defense and cyber offense in a tactical environment, she said.



New DARPA Director Arati Prabhakar.

Photo courtesy SRI International

“We’re going to take communications technology to the next level, the next generation of [intelligence, surveillance and reconnaissance] technology,” Prabhakar added, and broaden the position, navigation, and timing technologies that will allow the Services to operate without relying on GPS.

“All of those technology vectors are, in fact, advancing, and they and other technologies, as you think about a future where all of those advances have occurred, you can start to imagine radical new ways of [fighting],” the director said.

“I think it’s going to be through those efforts that we can start coming up with answers to the question, How do we create a completely new scenario, a completely new way of engagement?” she added.

A second element in DARPA’s future success is a highly differentiated technology base, the director said, because none of the new national security capabilities will happen without one.

Unlike the post-World War II era, when the United States often had the luxury of using advanced technologies invented and developed at home, she added, “that’s really not the case today for so many of the technologies upon which our national security depends.”

Virtually every aspect of information technology—from networking to communications to software systems, components and integrated circuits—along with materials and many areas of manufacturing technology, are globally available, and aren't even available in the United States, Prabhakar said.

"Our task today is a little bit different, because in these areas we still have to create the most effective defense solutions despite the fact that we don't get that edge that prevents our adversaries from building their own systems," the director added.

"That means we have to be the most sophisticated and the most effective users of globally available technologies, and that's a different kind of challenge," she said, "but ... it's one that can be tackled by building a capability for implementing advanced systems and doing aggressive systems engineering."

Prabhakar said she sees brewing in the scientific community a set of laboratory capabilities that could create opportunities "for some period of time—not forever, maybe for some years or even decades—[that] we can aspire to having a U.S. capability that our adversaries don't have."

One potential area is engineering biology, she said, a discipline from which "we're starting to see the prospect for building engineering tools and infrastructure that would allow us to get a degree of engineering control over biology and its ability to produce, for example, new materials and new, interesting components."

The area still is very research-oriented, she added, "but it's one where we could easily imagine over a period of five or 10 years the creation of a radical infrastructure ... that allows you to tackle these new technologies ... and open up a wide swath of interesting applications."

The third objective for DARPA's success is for the agency to remain vibrant and robust, the director said.

That happens if DARPA continues to engage the broad community—companies large and small, in and out of the defense business; the Services and Service laboratories; and the university community—to seek technological opportunities and the new windows that are opening in the research environment, she explained.

"I think the world we're living in today is a complex and challenging one," Prabhakar said. "I'm pretty sure that's going to be true in the future, and I want to make sure that we have

the capability to make our contribution to the solutions that we're going to need for those future generations."

### Top Female AF General Tells Personal Examples of Women's Progress in Military

AIR FORCE NEWS SERVICE (OCT. 26, 2012)

Desiree Palacios

WASHINGTON—The Air Force's only female four-star general used examples from her three-decade-plus career to show the tremendous progress of women in the military during a gala dinner celebrating the 15th anniversary of the Women in Military Service for America Memorial Foundation in Washington, D.C.

Gen. Janet C. Wolfenbarger, Air Force Materiel Command commander, was the keynote speaker for the dinner celebrating the more than two million women who have served in the military.

Wolfenbarger was among the first group of women to graduate from the U.S. Air Force Academy in 1980, and told the audience of former and current military women that there was a great fear in the beginning that standards would somehow be lowered by allowing women to attend the Service academies.

"So, I, along with my female classmates, spent four years proving that the standards, in fact, would not have to be lowered, and that women could not only survive, but actually thrive in that very challenging environment," said Wolfenbarger.

In June of 1976, Wolfenbarger and 156 women entered the Air Force Academy as the first female cadets in its history. She remembers that first day as a sobering introduction into how the next four years would unfold. "I remember...walking along a hallway, chit-chatting with another female when an upper classman stopped us and physically threw us against the wall. He got within inches of our faces and yelled, 'What the hell are you doing talking in my hallway? ...It's safe to say that during the whole first summer I was in a state of shock.'"

Sometimes asked whether she would go through it all again, Wolfenbarger answers with a resounding yes. "It took me a while after graduation to crystallize in my mind the value of the academy experience. The academy...really stretched me mentally, emotionally, and physically and I came out the other side realizing that I was far more capable than I ever thought I was. That knowledge brought with it a self confidence that I have relied on throughout my military career, as well as in my personal life."

U.S. Air Force graphic/photo



## GEN. WOLFENBARGER SPEAKS

### Women in Military Service for America

But as much as a trailblazer as she's been, Wolfenbarger has wanted to be recognized, not for her accomplishments as a woman, but for simply working hard and accomplishing the mission.

"I served in the acquisition business for most of my 30 plus years. I've had the good fortune to work on the leading-edge fighter, bomber, and transport aircraft programs in the Air Force. I worked on the F/A-22 for eight-plus years, the B-2 bomber for five-plus years, including time as director of the program. I was also director of the C-17 program for two and a half years. I spent time at the Pentagon as the first female and first non-fighter pilot lead F-22 program element monitor for three years."

She went on to tell the audience of more than 300 about assignments that took her to the top levels of Air Force acquisition, both at the Pentagon and later at the Air Force Materiel Command where she served as the vice commander for close to two years, before taking the role in the Pentagon as the military deputy to the assistant secretary of the Air Force for acquisition.

Thanking the audience for their service, some dating back to World War II, Wolfenbarger said that while women have doubled their ranks in the Air Force, there's still room for improvement.

"The beautiful 'Women in Military Service for America Memorial' has for the last 15 years served as a symbol of national gratitude on behalf of each of us, the more than 2 million female veterans, active duty, Guard, and Reserve for our military service."

#### **Flag Officer Assignment**

*DEPARTMENT OF DEFENSE NEWS RELEASE (OCT. 31, 2012)*

The Secretary of the Navy Ray Mabus and Chief of Naval Operations Adm. Jonathan W. Greenert announced today the following assignment: Rear Adm. Joseph A. Horn, will be assigned as program executive officer for Integrated Warfare Systems, Washington, D.C. Horn is currently serving as program executive, Aegis BMD, Missile Defense Agency, Dahlgren, Va.

### Senior Executive Service Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 1, 2012)

Secretary of Defense Leon E. Panetta announced the following Department of Defense Senior Executive Service appointment: Charles Beames has been appointed to the Senior Executive Service and is assigned as principal director, space and intelligence, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Washington, D.C. Beames previously served as strategic advisor, space and intelligence, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Washington, D.C.

### Senior Executive Service Announcements

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 13, 2012)

Secretary of Defense Leon E. Panetta announced the following Department of Defense Senior Executive Service appointments and reassignments:

- Martha McKune has been appointed to the Senior Executive Service and is assigned as deputy regional director central, Defense Contract Audit Agency, Irving, Texas. McKune previously served as regional audit manager, Defense Contract Audit Agency, Irving, Texas.
- Donald McKenzie has been assigned as assistant director, policy and plans, Defense Contract Audit Agency, Fort Belvoir, Va. McKenzie previously served as assistant director, integrity and quality assurance, Defense Contract Audit Agency, Fort Belvoir, Va.

### General Officer Announcements

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 15, 2012)

Secretary of Defense Leon E. Panetta announced today that the President has made the following nominations:

- Army Reserve Brig. Gen. David G. Clarkson, for promotion to the rank of major general, and for assignment as assistant deputy commanding general for reserve affairs, Army Materiel Command, Redstone Arsenal, Ala. Clarkson is currently serving as commander, Army Reserve Sustainment Command, Birmingham, Ala.
- Army Reserve Brig. Gen. Karen E. LeDoux, for promotion to the rank of major general, and for assignment as commanding general, 88th Regional Support Command, Fort McCoy, Wis. LeDoux most recently served as commanding general, Army Materiel Command-Southwest Asia/G-4, U.S. Army Central (Forward), Camp Arifjan, Kuwait.

### Senior Executive Service Announcement

DEPARTMENT OF DEFENSE NEWS RELEASE (NOV. 27, 2012)

Ruth L. Moser has been appointed to the Senior Executive Service and is assigned as director, space programs and policy, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Washington, D.C. Moser previously served as program analyst, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), Washington, D.C.