



RESEARCH
AND ENGINEERING

ASSISTANT SECRETARY OF DEFENSE

3030 DEFENSE PENTAGON
WASHINGTON, DC 20301-3030

30 November 2012

To All ASD(R&E) Staff:

It is with a great sense of accomplishment and gratitude that I conclude my term as Assistant Secretary of Defense for Research and Engineering and return to the private sector.

Upon taking the oath of office on 2 July 2009, we worked together to implement *Four Imperatives* that focused our resources, priorities and actions. Despite enormous challenges fighting two wars, unprecedented budget pressure and a strategic shift to the Asia-Pacific theatre, team ASD(R&E) has done a remarkable job delivering on each of these, with dedication and with depth.

- ✓ Accelerate delivery of technical capabilities to win the current fight.
- ✓ Prepare for an uncertain future.
- ✓ Reduce the cost, acquisition time and risk of our major defense acquisition programs.
- ✓ Develop world class science, technology, engineering, and mathematics capabilities for the DoD and the Nation.

You have collectively strengthened the Department's technical foundation across a number of important areas, as I envisioned when I took office. Over the past three years, you provided engineering depth to our acquisition programs, set the Department's technology priorities, strengthened our research and engineering enterprise, energized our engagement with the defense industrial base, preserved the Department's S&T budget with content, accelerated capabilities to our warfighters, and launched new initiatives that will deliver significant payoff for years to come. Quite simply, you recentered ASD(R&E) as the "T" in AT&L. It has been an impactful run, representative of your dedication and hard work.

It has been an honor and privilege to lead this Office. I thank each of you for your personal contributions and commitment. While the Nation and the Department face enormous challenges, I depart with the assurance that the Department has remarkable talent and a solid technical foundation to provide our men and women in uniform with the capabilities to keep our nation secure.

Sincerely,

A handwritten signature in blue ink, appearing to read "Zachary J. Lemnios", is positioned below the word "Sincerely,".

Zachary J. Lemnios