

Ashton Carter

C/O SBD Advisors
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Ash Carter was Deputy Secretary of Defense from October 2011 to December 2013, serving as DOD's chief operating officer overseeing more than \$600 billion per year and 2.4 million civilian and military personnel, and managing global 24/7 operations. From April 2009 to October 2011, he was Under Secretary of Defense for Acquisition, Technology and Logistics with responsibility for procurement of all technology, systems, services, and supplies, bases and infrastructure, energy and environment, and more than \$50 billion annually in R&D.

In his five years in the Pentagon's #2 and #3 positions, Ash

- led two major reviews of national security strategy and budget that were adopted by the President and Secretary of Defense, including the Asia-Pacific "pivot" and the new cyber warfare strategy
- formulated the current DOD investment strategies for cyber/enterprise IT, space, manned and unmanned systems, intelligence and reconnaissance systems, special forces, counterterrorism and counter-weapons of mass destruction, energy innovation, healthcare, logistics and supply chain, personnel, and all other aspects of operations, technology, and R&D including funding for DARPA and NSA
- led huge manufacturing and logistics programs to successful completion, including the complete restructuring of the Joint Strike Fighter (the largest DOD program in history), the Boeing-Airbus competition for the KC-X tanker (the largest procurement in DOD history), the 2010 "surge" in Afghanistan (building more than 200 new bases and delivering 8,000 new MRAP armored vehicles in 16 months), and canceled hundreds of billions of dollars worth of underperforming programs like the VH-71 Presidential Helicopter
- completed major international cooperative defense efforts, arms sales, and export control reforms, including major transactions with India, NATO, Israel, Saudi Arabia, and the UAE
- led major partnering initiatives with industry, including new and small businesses via DARPA and other funding agencies.

Previously Ash was a Senior Partner of Global Technology Partners focused on advising major investment firms in technology and defense, and an advisor to Goldman Sachs on global affairs. At Harvard's Kennedy School, he was Professor and Chair of the International Relations, Science, and Security faculty. He served on the boards of the MITRE Corporation, Mitretek Systems, MIT's Lincoln Laboratories, and a member of the Draper Laboratory Corporation. Ash has been a member of the Defense Policy Board, the Defense Science Board, and Secretary of State's International Security Advisory Board. He was elected a Fellow of the American Academy of Arts and Sciences and is a member of the Council on Foreign Relations and the Aspen Strategy Group.

Ash earned his bachelor's degrees in physics and in medieval history from Yale University in 1976, summa cum laude, Phi Beta Kappa, and received his doctorate in theoretical physics from Oxford University in 1979, where he was a Rhodes Scholar. He was a physics instructor at Oxford, a postdoctoral fellow at Rockefeller University and M.I.T., and an experimental research associate at Brookhaven and Fermilab National Laboratories. From 1993-1996, Ash served as Assistant Secretary of Defense for International Security Policy, responsible for policy regarding the former Soviet states, strategic affairs, and nuclear weapons policy.

For his service to national security, Ash has on five separate occasions been awarded the Department of Defense Distinguished Service Medal, DOD's highest. He received the Defense Intelligence Medal for his contributions to intelligence and the Joint Distinguished Service Medal from the Chairman and Joint Chiefs of Staff. He was confirmed unanimously by the U.S. Senate for both the #2 and #3 Pentagon positions.

Ash is author or co-author of 11 books and more than 100 articles on physics, technology, national security, and management.

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A native of Philadelphia, Ash is married to Stephanie Carter and has two children, Will and Ava.