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NOMINATION OF VICE ADMIRAL JOHN SCOTT REDD TO BE DIRECTOR, NATIONAL COUNTERTERRORISM CENTER

HEARING

BEFORE THE

SELECT COMMITTEE ON INTELLIGENCE

UNITED STATES SENATE

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FIRST SESSION

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C O N T E N T S

JULY 21, 2005

	Page
Hearing held in Washington, DC:	
July 21, 2005	1
Statement of:	
Roberts, Hon. Pat, a U.S. from the State of Kansas	1
Rockefeller, Hon. John D. IV, a U.S. Senator from the State of West Virginia	3
Robb, Hon. Charles, former Co-Chairman, Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction	4
Chambliss, Hon. Saxby, a U.S. Senator from the State of Georgia	6
Redd, VADM John Scott, U.S. Navy retired, Director of the National Counterterrorism Center-Designate	10
Prepared statement	7
Supplemental Materials:	
Senate Select Committee on Intelligence Questionnaire for Completion by Presidential Nominees	25
Additional Pre-Hearing Questions	174
Glynn, Marilyn L., General Counsel Office of Government Ethics Letter to Hon. Pat Roberts	196

NOMINATION OF VICE ADMIRAL JOHN SCOTT REDD, U.S. NAVY, RETIRED, TO BE DIRECTOR, NATIONAL COUNTERTERRORISM CENTER

THURSDAY, JULY 21, 2005

UNITED STATES SENATE,
SENATE SELECT COMMITTEE ON INTELLIGENCE,
Washington, DC.

The Committee met, pursuant to notice, at 2:33 p.m., in room SH–216, Hart Senate Office Building, the Honorable Pat Roberts (Chairman of the Committee) presiding.

Committee Members Present: Senators Roberts, Hatch, Snowe, Chambliss, Levin, Wyden and Mikulski.

OPENING STATEMENT OF HON. PAT ROBERTS

Chairman ROBERTS. The Committee will come to order.

Many are called, but few are chosen.

[Laughter.]

Chairman ROBERTS. Let me say, Admiral, that you shouldn't think that the lack of attendance is any indication of a lack of support for you; it just simply means that you are so highly qualified that nobody has any questions.

Admiral REDD. Let's see what Senator Robb has to say about that, sir.

Chairman ROBERTS. We'll leave that to our former colleague.

The Committee meets today to receive testimony on the President's nomination for the newly created position of Director of the National Counterterrorism Center. Our witness today is the President's nominee, Vice Admiral John Redd. Admiral Redd, the Committee welcomes you and we thank you for your past service to our country.

I understand that members of your family are with you today. I just met them and they are quite a family. Would you care to introduce them at this time?

Admiral REDD. I would be honored to, sir. This is my wife, Donna, who is my best friend and the love of my life for 35 years. I will tell you, Mr. Chairman, that I married up in quality and down in age.

[Laughter.]

Admiral REDD. My daughter Ann, her husband, David, son Scott, Junior, and his bride Jennifer, and my son Adam are here today. So that's it. We do have four grandchildren, ages 1 to 6, but discretion won out over valor and we left them at home, sir.

Chairman ROBERTS. They are certainly welcome if they choose to come. How old are they?

Admiral REDD. One through six.

Chairman ROBERTS. Well, their conduct could be replicated in many instances by Members of this August body. So we'll go from there.

The Committee also welcomes our former colleague from Virginia, Senator Robb, who will introduce the nominee. And we are awaiting the appearance of Senator Chambliss from Georgia, who I understand will be here momentarily.

Last fall, in the Intelligence Reform and Terrorism Prevention Act, Congress created the National Counterterrorism Center and the position of Director. The Center will serve as the Government's primary organization for analysis of terrorism and counterterrorism intelligence; will conduct strategic operational planning for counterterrorism activities; will assign roles and responsibilities for counterterrorism activities; and ensure that agencies have access to and receive the intelligence support needed to successfully fulfill their missions.

That's a tall order.

The Center's Director will serve as the principal adviser to the Director of National Intelligence, or DNI, on intelligence operations that relate to counterterrorism. You will provide strategic operational plans for civilian and military counterterrorism efforts; advise the DNI on the extent to which the counterterrorism program recommendations and budget proposals across the Government conform to the President's counterterrorism priorities; and disseminate terrorism information to the most senior officials in the Executive Branch and the Congress.

But the point is that Admiral Redd, in my personal opinion, is very well-qualified for this position. He comes to us with 38 years of Government experience and a very impressive resume. He most recently served as the Executive Director of the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction—often referred to as the WMD Commission. I might add that the Administration and the President felt so strongly about that that they immediately adopted 70 of the 74 recommendations, and 3 are under study.

Prior to his service on the Commission, Admiral Redd served as the Deputy Administrator and Chief Operating Officer of the Coalition Provisional Authority in Baghdad. During his military career, he held a number of relevant positions, including the Director of Strategic Plans and Policy for the Joint Chiefs and as Commander of the Navy's Persian Gulf-based Fifth Fleet.

If confirmed, he will report to the DNI on intelligence matters and to the President on the Nation's counterterrorism strategy.

He faces a tough job, a tough challenge, leveraging our national assets against international terrorist groups. This will involve intelligence agencies and agencies whose primary focus is not intelligence, but whose missions and capabilities are critical to the fight.

I met with the Admiral earlier this week. I was impressed by his knowledge of the organization he has been nominated to lead. He

was candid in his answers. He was quick to agree to keep this Committee well informed.

We had a very frank discussion about his authorities, the dual reporting chain he will be required to work within, issues of information access and competitive analysis, and even the constraints of leading a workforce assigned and, if you will pardon the expression, at the mercy of their home agencies.

In his responses to this Committee, Admiral Redd made a distinction between competitive analysis and competitive warning. I think the Members of this Committee agree wholeheartedly with that distinction.

On the competitive intelligence analysis side, it is not a race to see who can put out the best headline or who can grab a policymaker's attention; rather, it is a debate that should produce, in my opinion, the most accurate and well-supported analysis.

Competitive analysis, however, is impossible without the level playing field created by what we call information access. The Vice Chairman is a strong supporter of the concept, as are Members of this Committee. The concept of information access involves cleared analysts being able to pull information, however or wherever collected, by searching all intelligence databases without having to wait for any one agency to push the information to them.

Admiral Redd, you have observed that, to enhance information access, both technical and policy adjustments need to be made. I agree, especially with respect to the information access policies within our intelligence agencies. We discussed this at length in my office, and I will continue to support you in any way—I speak for the Committee as a whole—to ensure that analysts have access to the information they need to provide timely and informed analysis.

Admiral Redd, you are taking on a real big job, a tremendous challenge. We and the Nation expect much from the NCTC. I believe you are up to the job, and I wish you every success. Be assured, this Committee stands ready to assist you.

With that said, I welcome you to the Committee and I look forward to your testimony.

Ordinarily at this time I would recognize the distinguished Vice Chairman, Senator Rockefeller. Unfortunately, he is not able to be here today. I know that he shares many of the concerns I have voiced and certainly recognizes the importance of this nomination.

I ask unanimous consent that the Vice Chairman's statement be made part of the record. Without objection, it is so ordered.

[The prepared statement of Vice Chairman Rockefeller follows:]

PREPARED STATEMENT OF HON. JOHN D. ROCKEFELLER IV

I am pleased to welcome Admiral Redd to the Committee today. With his nomination, the Director of National Intelligence is getting close to having a complete team in place to bring to fruition the reforms enacted last December. I look forward to hearing Admiral Redd's views on that legislation, the authority it gave to the DNI, and the responsibilities it assigned to the Director of the National Counterterrorism Center.

The creation of the National Counterterrorism Center was one of the central pillars of the Intelligence Reform and Terrorism Prevention Act of 2004. The center was a key recommendation of the 9/11 Commission and first established by the President through Executive order. Congress considered it important enough to establish it into law and wanted to ensure that the Director had sufficient standing to execute the broad range of responsibilities assigned to the center. That is why we established the Director as a Senate confirmable position.

The National Counterterrorism Center, in addition to being the single point for integrating and analyzing terrorism related intelligence, has the responsibility for "strategic operational planning" for all aspects of counterterrorism activities. This includes diplomatic, financial, military, intelligence, homeland security, and law enforcement programs. While the NCTC Director does not have operational control of the agencies performing these functions, he will be responsible for assigning duties to those agencies.

Admiral Redd certainly seems to have the experience necessary to take on this job. His background includes a stint as the Director of Strategic Plans and Policy for the Joint Chiefs of Staff. More recently, he served as the Executive Director of the WMD Commission and before that, he was Deputy Administrator of the Coalition Provisional Authority in Baghdad.

But the job he is taking on now will be more daunting than anything he has faced before. Simply coordinating the intelligence agencies remains a major challenge. We have made significant progress, but as Members of this Committee know, access to information is still not as seamless as it needs to be. But even that will be only one of the challenges facing the new Director.

He also will have to sort out the unusual chain of command established by the Intelligence Reform Act. The Director will report to the DNI on intelligence programs and directly to the President on strategic planning issues. Likewise, he will face enormous challenges in executing that inter-agency strategic operation planning role.

I am confident that with the help of Director Negroponte and the strong backing of the President, Admiral Redd, if confirmed, will be able to deal with these structural issues. He will then be faced with his real job, stopping the terrorists.

The terrorist threat has changed significantly since 9/11. The al Qai'da that existed then has been transformed. It still exists as an organization, but its real power now comes from the movement it has spawned. While we have done a good job of fighting the organization, we have made little headway against the movement. As the person responsible for planning and coordinating the broad counterterrorism efforts, the new Director will need to deal with the broader challenges, as well as day to day efforts to disrupt terrorist attacks.

Another major challenge will come from Iraq. The ongoing insurgency there has become an incubator for a new generation of terrorists trained in urban terrorist tactics and with a deep hatred of the United States. We need to start now developing a plan to track and disrupt this group when the insurgency there begins to wind down.

Our Nation must succeed at these tasks; our security and safety depends on it. I am pleased that someone of Admiral Redd's caliber has agreed to lead this effort. I look forward to his testimony and hope the Committee can move quickly to consider the nomination.

Chairman ROBERTS. I would now recognize our former colleague, the distinguished gentleman from Virginia, Senator Robb.

STATEMENT OF HON. CHARLES ROBB, FORMER U.S. SENATOR FROM VIRGINIA, AND FORMER CO-CHAIRMAN, COMMISSION ON THE INTELLIGENCE CAPABILITIES OF THE UNITED STATES REGARDING WEAPONS OF MASS DESTRUCTION

Senator ROBB. Thank you, Mr. Chairman. I am delighted to be here. I had anticipated that Senator Chambliss would have made the formal introduction.

Senator Hatch, Senator Wyden, I am very pleased to be back with friends and former colleagues to introduce the man that the President has nominated, and whom I hope it will be your pleasure to confirm, as the next Director of NCTC. There are many truly outstanding elements of his resume. I am not going to cover any of them. I'm going to talk only about the man that I have gotten to know.

Let me just say that a lot of people have resumes that are a little bit boring. There are some elements in here that are truly elements of distinction in his background and past. But I'd like to talk to you about the man who had headed up for the past year the Commis-

sion to which you just made reference and, Mr. Chairman, to thank you and the Members of the Senate Select Committee on Intelligence for your input in working with us during the course of the last year and a half in making that a reality.

As we have said, both in our report and publicly, we built on the fine work that your Committee had done and the 9/11 Commission and others had done, but yours was the most relevant and current and on point, and we very much appreciated that.

Let me say first of all that Larry Silberman, the co-chairman with whom you have worked as well, would definitely have liked to have been here, liked to have had this opportunity as well. He's an old Washington hand, however, and he's very familiar with the climate in the summer months, so every year he spends July in Maine. This is not an exception. So I know that I can speak for him. We talked a little bit about this. We have been able to speak for each other in a number of instances.

Several members of the professional staff—and they were outstanding—are in the room today, all supportive of the nomination of Admiral J. Scott Redd to be the next Director of NCTC.

We made a very specific search to find someone that would be the right person, if you will, to head up the Commission. We consulted far and wide, and no one that we talked to had anything but unstinting praise for Scott Redd. We asked him to take the assignment, and the first objection we received was from his then-boss. He was the deputy to Paul Bremer in Iraq, and he said I can't give him up. We appealed to him based on the Executive order, which was very helpful, as well as the needs of the Nation in this particular instance, and he came and joined us.

To the extent that the findings and recommendations of our report—and, Mr. Chairman, I might say that although when Fran Townsend released her review and the formal recommendations that the President was working on about 3 weeks ago now, there are now 71, I have been informed, and there are at least 2 more recommendations that are still under study. So in terms of a batting average I won't make nay other comparisons, but even Ted Williams would have thought batting way over 950 would have been something truly extraordinary.

To the extent that those recommendations and findings were so readily accepted and there was so much buy-in by the community, no one was more responsible than Scott Redd. We had many people who made major contributions to that particular effort, but Scott's ability to lead a group of very highly-motivated professionals, coming from different perspectives in the national security and intelligence field and to bring all of that synergism together was really quite extraordinary, and it's one of the reasons that I think you would search in vain to find any member of the Commission or any member of the professional staff who wouldn't join me in an enthusiastic endorsement of Scott Redd to be the Director of this Center.

A couple of just personal items. He is scrupulously honest and ethical. He has a good sense of humor, but he remains very much focused and mission-oriented. He has a very deft touch in working with highly-skilled colleagues and subordinates, and he knows when to lead and he knows when to listen, and not all leaders can combine both of those qualities.

Perhaps most important for the person who is to lead the NCTC, he is unflappable. He is universally respected by everyone in the national security and IC community that I'm aware of, and I believe that that judgment, as I say, is shared across the board.

As you can tell, I think—and I will not do any more filibustering until Senator Chambliss arrives—I have a very, very high regard for this man, and I think the President has made a superb choice. Although we are never in a position to guarantee that terrorists won't succeed in some small way, I think most of us who know Scott Redd know that he will be doing everything possible within our power to defend the country's interest, if it is the pleasure of this Committee to favorably report out and vote positively on the Senate floor for the nomination of Admiral J. Scott Redd to be the next Director of the National Counterterrorism Center.

With that, Mr. Chairman, I would be delighted to answer any questions, that you or other Members of the Committee may have. If not, I know the routine and I will abandon the distinguished nominee at this point and leave him to the mercy of your incisive questions as to how he will carry out this responsibility.

Chairman ROBERTS. There will be no need for mercy. We have Senator Chambliss, who has now arrived on the scene. Better timing could not have been arranged.

Senator Chambliss, I recognize you, sir, for the purpose of an introduction. Let me say that Senator Robb has waxed poetic in regard to the Admiral and all of his qualifications and why he is an excellent nominee. We now recognize you, sir, as a Member of this Committee.

STATEMENT OF HON. SAXBY CHAMBLISS, U.S. SENATOR FROM GEORGIA

Senator CHAMBLISS. So you are telling me to keep it short, Mr. Chairman. I understand that.

Chairman ROBERTS. Now that was a sort of long way around it, but that's what we're trying to say, yes.

Senator CHAMBLISS. Actually, Senator Robb and I had this plan where I would make this grand entrance here. Unfortunately, Mr. Chairman, I was sitting on the floor waiting to vote so I would be here on time for this hearing, but I did not know the vote had been cancelled. So I apologize to the Chairman.

Well, I'm sure that Senator Robb has waxed very eloquently relative to Admiral Redd, but let me just say, Mr. Chairman, I have had the privilege of knowing Admiral Redd for several years. He's obviously a resident of my State. He's not only been a good friend, he's been a great citizen of this country, in particular, a great citizen of our State.

He has every particular asset needed to take on this new and very challenging position. For someone to step into a new position such as this, with the type of background that he has, I think is very admirable for this Admiral. Scott could very easily just retire back home to Georgia and enjoy life, enjoy his family. But, as he told me the other day, there are just certain times when your country calls that you just feel the need to respond in a positive way.

He's had other opportunities to serve that have not presented the need nor the challenge that this does, and I could not be prouder

of him to have him nominated for this position. He's just a great man and he's been a great leader for our country. He's going to provide exactly the type of leadership, Mr. Chairman, that the Director is going to need for this position.

So I can't say enough good things about him. I'm very pleased to be here, along with Senator Robb, to commend him highly to the Committee.

Chairman ROBERTS. Senator Chambliss, thank you very much.

Admiral, now that you have achieved near-sainthood, we would now like to practice the Robb theory of leadership and do some listening. You are recognized, sir.

[The prepared statement of Admiral Redd follows:]

PREPARED STATEMENT OF VICE ADMIRAL JOHN SCOTT REDD, U.S. NAVY RETIRED, DIRECTOR OF THE NATIONAL COUNTERTERRORISM CENTER-DESIGNATE

Mr. Chairman, Mr. Vice Chairman, Members of the Committee, I am honored to come before you today as the President's nominee to be the first Senate-confirmed Director of the National Counterterrorism Center. This new agency is a central element of Congress' plan to strengthen U.S. intelligence capabilities and to mobilize all Government agencies in the war on terrorism. I am fully cognizant of the immensity and the importance of the duties I have been called upon to assume. If confirmed, my pledge to you is that I will carry out the mission of the NCTC with determination, with integrity, and to the very best of my ability.

In appearing before you today, I am mindful of a silent constituency: The victims of 9/11, the soldiers and civilians killed in Iraq, the sailors killed on the USS Cole, the airmen who died at Khobar Towers, those who died at the hand of terrorists at our embassies in Africa, the dead in Lebanon, Madrid, and most recently, in London. There are many others, and it is the grim nature of war that these numbers will surely grow. Nonetheless, it will be the mission of the NCTC to do everything in its power to stop each and every attack. Our national objective is difficult but straightforward. It is to destroy terrorist networks far and wide and to render terrorism ineffectual and self-defeating as a tactic, even for fanatics.

I come before you today after a career of nearly 40 years in service to the Nation. You will be the judge of my qualifications, but I believe my years of service have prepared me for this responsibility in several important ways.

First, I have been deeply involved in national security matters all of my adult life. I have been privileged to hold positions of responsibility for the most sensitive activities of the U.S. Government. I have participated extensively in the deliberations of the National Security Council in both Democratic and Republican administrations. Before my retirement after 36 years of active-duty military service, I served as Director of Strategic Plans and Policy for the Joint Chiefs of Staff, leading the development of the National Military Strategy.

Second, Terrorism is not an abstract concept to me. I have lived and operated under the threat of terrorists. Nine years ago, I heard and felt the blast from Khobar Towers while standing 30 miles away in Bahrain. Elements of my command were among the first to respond. Last year I served briefly in Baghdad as Ambassador Bremer's Deputy in the Coalition Provisional Authority with up-close responsibility for civilian operations under siege by terrorists.

Third, the National Counterterrorism Center is itself a product of a changing world landscape, and my experience has prepared me to lead in an environment of strategic transition. I have been involved in the adaptation and reform of Government institutions in diverse settings and circumstances. I had extensive joint military experience before the Goldwater-Nichols Act made joint duty what it should be. In response to evolving threats to our vital national interests, I had the privilege to propose, promote, commission and command the FIFTH Fleet in the Middle East—the Navy's only new fleet since the World War II era. In the private sector, I was the Chief Executive Officer of a high-tech education company, where I experienced firsthand the challenges and rewards of reforming another culture, public education. Most recently, I served as Executive Director of the Presidential WMD Commission whose report is now the President's blueprint for reform of the Intelligence Community.

Overall, I believe my most important experience is that of leadership, developed at the helm of over a dozen operating organizations as a Commander, a Chief Executive officer or a Chief Operating Officer. Foremost among those experiences has

been my service in the United States Military. I have commanded eight military organizations, all of which were in the business of conducting operations at the tip of the spear. Those were my most personally rewarding tours of duty and the most formative of my professional character. As if no time had passed, my heart remains with those who serve on the front lines today.

If confirmed, I will draw upon all of the leadership skills, experience and judgment that I have garnered over the years.

That summarizes my view of my qualifications. I will now move briefly to a few thoughts on the way ahead.

First, people are key to our success. As is the case with any Government leader, my job performance will depend upon the performance of a thousand others. In my short time at the NCTC as well as over the last year with the WMD Commission, I have been impressed by the dedication, professionalism, and patriotism of the members of the Intelligence Community. If confirmed, I will build on the existing foundation and cultivate a culture within the NCTC and the larger counterterrorism community where every individual is encouraged to give his or her utmost and is honored to serve as a member of the team. I will place exceptional value on collaboration and teamwork. We are at war. The buddy system will be in force.

As in all positions of this nature, there will be more to do than is humanly possible. An important part of my leadership will be setting priorities. While there are many challenges ahead, bridging what has traditionally been referred to as foreign and domestic intelligence will be one of my top priorities. That means forging and strengthening strong alliances with the Department of Homeland Security and the Federal Bureau of Investigation. Both of these sister agencies are charting new territory in the area of counterterrorism. Both are struggling with unprecedented demands for intelligence, application of new policy and legal provisions in respect to U.S. persons, and construction of a modern information sharing architecture. Under direction from Ambassador Negroponte, I will lead a coherent, Government-wide approach to these challenges. I will invoke his full authorities, and those that repose in me as Director of the National Counterterrorism Center, to manage intelligence for counterterrorism across the Government as a single enterprise.

I look forward to working with an invigorated foreign intelligence community. In particular, the CIA's Counterterrorism Center has for a number of years been a center of excellence. With little public recognition of their successes, the staff of CTC works tirelessly every day to save lives. If confirmed, I will work with the Director of CIA to ensure that NCTC works hand-in-glove with CTC for the good of the Nation.

At the top level, the NCTC has two broad functions: Intelligence and Strategic Operational Planning. The first, and more established function resides within the world of intelligence—understanding the terrorist enemy, his objectives, his support networks, and his actions. The second and more uncharted function relates to our Government-wide operations against that enemy. Specifically, it involves strategic operational planning to bring all the instruments of national power to bear against the enemy.

With respect to intelligence, a central role of the NCTC is to integrate, exploit, and disseminate all proper sources of information on international terrorism. Our goal will be to expose the networks of international terrorism, and to identify and hunt down its perpetrators. We will cast the net far and wide. Those who knowingly put money in the hands of terrorists, or who provide refuge or other support, are no less our enemies than those who strap-on the bombs. In this foundational mission, the Director of the National Counterterrorism Center is a key member of the U.S. Intelligence Community and a direct subordinate of the Director of National Intelligence. I have known John Negroponte for 20 years and appear before you with his full support.

In addition to tactical and operational intelligence, we must also take the long view. If confirmed, I will place greater emphasis on long term, in-depth analysis. The counterterrorism strategy of the United States should be grounded on a thorough understanding of our adversaries. We need to understand the political, cultural, and social forces that turn teenagers into indiscriminate assassins. This context is highly differentiated in different regions and countries. An understanding of events in the Middle East cannot be automatically transposed to Africa or Southeast Asia. Without relenting in the real-time hunt for individual terrorists, the United States needs a longterm strategy that addresses the roots of terrorism and that is based upon a genuine understanding of its causes and antecedents.

The intelligence-gathering and dissemination role of the NCTC is replete with opportunities, and with pitfalls. Many of the opportunities are technology-driven. Information technology has great potential to enhance almost every aspect of intelligence operations, from collection and data integration to analysis and dissemina-

tion of finished intelligence. To realize this potential will require sustained excellence and innovation, along with rapid migration from the research laboratory to the battlefield. The NCTC will be the hub of an intelligence network that goes far beyond the traditional U.S. intelligence community. The network will extend to all agencies of the Federal Government, to State and local governments and law enforcement agencies, to the private sector, and to liaison elements of foreign countries.

The challenges of information sharing on this scale are well-known. However, as evidenced in the studies of the WMD Commission, building the requisite technology infrastructure will be less formidable than the task of rationalizing the disparate rules and policies that overlay the information sharing environment. Many of these rules and policies are vestiges of the cold war while others represent bureaucratic inertia. If confirmed, I will work relentlessly to overcome these and other obstacles. The goal is simple: to make sure the right people have the right information at the right time.

The application of information dominance in the war on terrorism must be bounded to protect the values we are fighting for. The rights of privacy and free expression are at the core of American civil liberties. These fundamental protections would be placed in jeopardy by unrestrained collection and exploitation of personal data. Congress has attended to this concern in new legislation by creation of a Civil Liberties Board to oversee all U.S. intelligence activities. It will be my responsibility to work closely and cooperatively with this Board, as well as the DNI's Civil Liberties Protection Officer, in the counterterrorism arena. More to the point, it will be my responsibility, irrespective of external civil liberties oversight, to be vigilant in protection of American civil liberties in every aspect of the work of the National Counterterrorism Center. There is no victory in the apprehension of terrorists if it is done at the expense of principles embodied in our Constitution and Bill of Rights.

The second major mission of the NCTC is Strategic Operational Planning. This is a new mission defined and assigned by the President and the Congress in direct response to the terrorist threat. Indeed, the legislation that established the National Counterterrorism Center is a landmark in the history of the U.S. Government. Congress has vested an unprecedented concentration of responsibilities in a new institution with a vital, highly focused, and unrelenting mission. Reporting to the President, the Director of the National Counterterrorism Center is called upon by law to plan the employment of "all instruments of national power." He or she is charged to orchestrate, by "strategic operational planning," what amounts to a perpetual assault by the United States of America on terrorism and terrorists wherever and whenever they threaten our national interests. Inherent in this job is the monumental task of planning, coordinating and leveraging the counterterrorism work of all agencies of the Federal Government to achieve synergy and maximum effect. This responsibility could not be more daunting nor more necessary. If confirmed, I will concentrate the Center's full energy and capabilities to ensure that this new mission is swiftly developed, functional and effective.

Further, let me add a word about our shared responsibilities. I have spent most of my adult life in the U.S. Navy, where the Captain of the Ship serves as the prototype of responsibility and accountability. I expect to be held accountable. But responsibility and accountability have a third, inseparable companion. That companion is authority. Meaningful accountability requires authorities commensurate with assigned responsibilities. I will put the new authorities of the Director of the National counterterrorism Center to the test. If need be, where I lack authority within my area of responsibility, I will seek it from the DNI or from the President. It may be that, if new statutory authorities are unclear, or if they engender conflicting interpretations, I will return to this body to request additional powers required for the NCTC to fulfill its mission. That said, my initial inclination is that the authorities are sufficient.

In the same vein, as a definitional matter, I may be called a "political appointee," but there is nothing political about this job. Every citizen of the United States, irrespective of political affiliation, indeed every person anywhere in the world who holds to basic humanitarian principles, has a stake in the success of the National Counterterrorism Center. Although it would be foolish not to expect detractors and critics, I firmly believe that the overwhelming majority of Americans hope for success of the NCTC. I intend to draw upon these shared values and good will, especially in my dealings with the Congress of the United States. Whatever differences may exist in approach or emphasis, I believe we are in lockstep on the desired result. I intend to preserve this relationship through candor, honesty and integrity in working with the United States Senate and House of Representatives.

To succeed, we must recognize the nature of the conflict we are engaged in. I believe it is correctly characterized as a war, but there are differences from historical

wars. As with most wars, there will be many battles. But in the war on terrorism, our victories in battle will in most cases be invisible or opaque to the vast majority of the public, while our defeats will be painfully obvious. We will do everything in our power to win every battle, but we must also recognize that losing a battle, should that occur, cannot be allowed to weaken our resolve to win the war.

I began my remarks by acknowledging the silent witnesses who have been victims of terror. I will finish by noting another constituency. I am a father of three and grandfather of four. It is likely that the war we are fighting against terrorism will continue well into their lifetime. Without question, the conduct and outcome of this war on terrorism will shape the character and quality of their lives and, indeed, our entire civilization. I have no need for other motivation. By accepting this call to duty, I will be defending everything that I hold dear. With due humility in respect to the magnitude of the challenge, I am ready to launch, and, by God's grace, determined to prevail. Thank you.

STATEMENT OF VICE ADMIRAL JOHN SCOTT REDD, U.S. NAVY, RETIRED, DIRECTOR OF THE NATIONAL COUNTER-TERRORISM CENTER-DESIGNATE

Admiral REDD. Thank you, Mr. Chairman.

Senator CHAMBLISS. You're on your own.

Admiral REDD. Thank you, sir. I don't suppose there's a provision where the defense can rest at this point.

[Laughter.]

Chairman ROBERTS. Judging from your qualifications, sir, that might be a good thing to do, but we encourage your statement.

Admiral REDD. Thank you, sir. I would like to thank Senator Saxby Chambliss for his very kind introduction on behalf of my adopted State of George, which we have truly come to enjoy and love. I would note for the record I am a native of Iowa, which is not far from the State of Kansas, of course, so there are some midwestern genes as well in my background. I am also very grateful to Senator Chuck Robb.

I've gotten to know both of these gentlemen in the last few years as true patriots and true friends, and in spite of the typical Marine Corps-Navy jokes, which I will not repeat, given the Chairman's background, we've had a wonderful relationship.

With your permission, sir, I would like to ask that my longer opening statement be entered in the record and in the interest of time I will summarize my remarks to the Committee, if that's acceptable.

Chairman ROBERTS. Without objection. Please proceed.

Admiral REDD. Mr. Chairman, Senator Hatch, Senator Wyden, Senator Chambliss, I am honored to come before you today as President Bush's nominee as the first Senate-confirmed Director of the National Counterterrorism Center. I am truly grateful to President Bush for the confidence he has shown in me, in nominating me, and I am fully cognizant of the immensity and the importance of the duties which I have been asked to assume.

If confirmed, my pledge to you is that I will carry out the mission of the National Counterterrorism Center with determination, with integrity, and to the very best of my abilities.

As I sit before you this afternoon, sir, I am mindful of a very silent, but very strong constituency—the victims of 9/11, the Marines who died in Lebanon, sailors killed on the USS COLE, the airmen who died in Khobar Towers, the soldiers, civilians and other servicemen who have died in Iraq and Afghanistan, diplomats who died at the hand of terrorists in our embassies in East Africa, the dead

in Madrid and, most recently, in London, and I hope that today there were no fatalities there, but clearly a very good reminder today that this is a war which is ongoing.

There are many others. And it is a grime reality of the war that we're in that these numbers will surely grow. Nonetheless, it will be the mission of the National Counterterrorism Center to do everything possible to stop each and every attack. Our national objective is difficult, but it's straightforward. It is to destroy terrorist networks far and wide and to render terrorism ineffectual and self-defeating as a tactic, even for fanatics.

I come before you today, Mr. Chairman, having served my country for almost 40 years. At the end of the day, you and this Committee and the Senate will be the judge of my qualifications, but I do believe my years of service have prepared me for this responsibility. Let me just highlight two points regarding my qualifications.

First, terrorism is not an abstract concept to me. I have lived and operated under the threat of terrorists. Nine years ago I was standing at my headquarters in Bahrain when Khobar Towers exploded. I not only heard, but I felt the blast 30 miles away. Elements of my command were among the first to respond to that tragedy.

Last year, as was mentioned, I served briefly in Baghdad as Jerry Bremer's deputy at the Coalition Provisional Authority, with up-close responsibility for civilian operations under the threat and under the siege of terrorists.

Secondly, if confirmed, I believe that the skills and experiences I will draw upon most would be those of leadership. I have been privileged to lead over a dozen operating organizations as a commander, as a chief executive officer, or chief operating officer. Foremost among those experiences has been my service in the United States military. I've commanded eight military organizations, and all of them were in the business of conducting operations at the tip of the spear. Those were my most rewarding tours of duty and it will not surprise you that my heart remains today with those who serve on the front lines.

Let me focus just for a moment, if I could, on the way ahead. Congress and the President have assigned two fundamental roles to the NCTC. The first centers on intelligence, as has been noted. By law, the National Counterterrorism Center is to be the primary organization for the analysis and integration of all intelligence pertaining to counterterrorism, and making that information readily available to all who need it. In this role, if confirmed, I will report directly to Ambassador Negroponte in his role and position as Director of National Intelligence.

The second role centers on planning. Congress has given to the NCTC the significant new task of strategic operational planning for all counterterrorism activities. That explicitly involves integrating all elements of national power, from diplomacy and financial to the military and offensive intelligence operations, to homeland security and law enforcement. While it does not involve execution of counterterrorism operations, this responsibility is clearly substantial, daunting and, I believe, very necessary. As you have noted, in this strategic operational planning role, if confirmed, I will report directly to the President.

In both roles it is my pledge to you I will use the authorities, all the authorities, which you have given the Director of the NCTC to the utmost of my abilities.

At the heart of both of those roles is the concept of integration, and I'm sure we'll talk a lot about that today. I will give particular attention to forging and strengthening strong alliances with all the members of the Government's counterterrorism team. On the domestic front, the Department of Homeland Security and the FBI are key players. Both of these sister organizations, as you know, are charting new territory in the area of counterterrorism. In the area that I know firsthand, I look forward to working with an invigorated foreign intelligence community, including the military and the CIA's highly-capable Counterterrorist Center. Bringing together all of these organizations into a cohesive, dynamic and effective community is probably the greatest value that we can bring.

Effective integration also requires effective teamwork. Teamwork involves people. If confirmed, I will do everything in my power, sir, to nurture a vision and a culture where every individual is inspired to do his or her best for the effort and is honored to serve as a member of the team.

In our struggle against terrorism, we will work hard to do the right thing. But there's an even higher standard. We must not only do the right thing; we must do it in the right way. The end does not justify the means. Our intelligence and operational activities against terrorists must be bounded to protect the values we are fighting for. The rights of privacy and free expression are at the core of American civil liberties. The apprehension of terrorists is a pyrrhic victory if it is done at the expense of the principles embodied in our Constitution and Bill of Rights.

Finally, let me say a word about our shared responsibilities. I may be technically called a political appointee, but there's nothing political about this job. Every citizen of the United States, regardless of political affiliation, and indeed every person anywhere in the world who holds to basic humanitarian principles has a stake in the success of the National Counterterrorism Center. I intend to draw upon these shared values and good will, especially in my dealings with the Congress.

Whatever differences may exist in approach or emphasis, I believe we are in lockstep on the desired result. I intend to preserve this relationship through candor, through honesty and integrity in working with you.

I began my remarks, Mr. Chairman, by acknowledging the silent witness of those who have been victims of terror. I will finish by noting another constituency. As we have noted today, I am a father of three and a grandfather of four. It is very likely that the war we are fighting against terrorism will continue well into their lifetimes. Without question, the conduct and outcome of this war on terrorism will shape the character and quality of their lives and indeed for our entire civilization.

I have no need for other motivation. By accepting this call to duty, I will be defending everything that I hold dear. With due humility and respect to the magnitude of the challenge, I am ready to launch. By God's grace I will do everything in my power to ensure that we prevail.

Thank you, Mr. Chairman.

Chairman ROBERTS. Admiral, we thank you for a comprehensive and pertinent if not poignant statement.

We will now proceed to questions.

Do you agree, sir, to appear before the Committee, here or in other venues, when invited?

Admiral REDD. I do, sir.

Chairman ROBERTS. Do you agree to send intelligence community officials to appear before the Committee and designated staff when invited?

Admiral REDD. I do, sir.

Chairman ROBERTS. Do you agree to provide documents or any material requested by the Committee in order for it to carry out its oversight and its legislative responsibilities?

Admiral REDD. I do, sir.

Chairman ROBERTS. If confirmed, you are going to have considerable input into decisions at the NCTC with regard to information access. We both mentioned this in our statements. In concert with expanded information access, we need to be certain that intelligence community analysts operate on a level playing field. Without this level playing field, I believe that effective and competitive intelligence analysis is simply impossible.

This Committee has heard that the NCTC is described as the Las Vegas of the intelligence community. What goes on at the NCTC stays at NCTC. In other words, the NCTC might have information access, but counterterrorism analysts in other parts of the intelligence community don't have the same level of access.

What steps, sir, would you take to ensure that we are leveraging each agency's all-source analysis capability through improved information access?

Admiral REDD. Thank you, Mr. Chairman. That is clearly one of the critical areas and one of my highest priorities, gained both from personal experience in the past, and most explicitly from the WMD Commission. The simple goal in information-sharing, as you understand, sir, is to get the right information to the right people at the right time.

My sense, again being in the process of reading in at the NCTC, is that we're on a journey. I would submit to you, sir, that the NCTC is probably at the forefront of information-sharing in terms of where we are. There's been some progress out there. There remain challenges, as you know—technology challenges, to a certain extent resources problems, although those tend to be derivative of the technology, and finally some practices and policy.

I would submit to you that the even-existing setup today, particularly involving NCTC on line, is an incredible step forward. So the information does come in. And, as you know, there's a history here in terms of how TTIC was setup, now NCTC, as people have come in and brought their own authorities from each of the agencies—many in law, some in practice—and brought those together.

So the first step has been to make sure that within NCTC there's a good and wide sharing. What we're seeing now and what you see now is, with NCTC online, every disseminated product is now available on NCTC online, and those are available throughout the community. That's a very major step forward.

There are still some challenges and, as you understand, with Ambassador Negroponte standing up, some of the reasons and rationales for the way TTIC was set up originally, and now NCTC, in terms of people bringing their own authorities from their agencies, we may be over that and may be able to do that. There are still challenges in terms of getting all the access out. We have to do it, obviously, in terms of what the law says in terms of U.S. persons. That's one of the areas.

I would say this to you, that certainly within NCTC today I don't think there's a piece—you don't know what you don't know, but I don't think there's a piece of counterterrorism intelligence which is not in the NCTC. Even at this point, however, it's not as widely shared as it should be, and we're making some improvements on that. But the next step clearly is to get that out within the larger CT analysis community.

The other step is sort of the next ring out, those people who are part of the counterterrorism team, but they're not necessarily part of the intelligence community. That's the next major challenge in terms of breaking down these policies.

I would just say we're on a journey, sir. We've come a long ways. We've got a ways to go.

Chairman ROBERTS. Should not the NCTC have a cadre of permanent personnel? You talked about other members of the intelligence community bringing their expertise and having access. Shouldn't we have a cadre of permanent personnel and, if so—and I know this is very early to be asking you this—could you give us an estimate of how many permanent personnel there should be?

Admiral REDD. I think I can give you a principled argument. I can't give you the details, obviously, because I haven't done the management sort of analysis. But intuitively, I sense that I think it's a good idea to have a cadre of permanent people. I guess in my own background I draw on a couple of examples from the defense side, either the Office of the Secretary of Defense or, particularly, the Joint Staff.

It's a tradeoff, the balance of having people there who have longevity, who provide continuity and who are truly beholding, if you will, to the NCTC on the one hand, and on the other hand to have that sort of joint experience. You do want to have both, I believe. I think you want to have a lot of people rotating through because not only do they bring in a lot of experience, they take a lot of that back, and that helps in sort of a Goldwater-Nichols idea, if you want, in the intelligence community.

I don't know what those numbers are, whether it's 50/50, 70/30, 60/40. I'd really need to look at that. It will not happen overnight. As you know, we have to make sure that as we go that direction, and we go away from the assignee model which you have right now, that our initial take on the authorities, the way we deal with the various authorities from the contributing organizations, we haven't lost yet. My sense is that we won't, and that we can do that, but I can't give you a number today, sir.

Chairman ROBERTS. Senator Wyden.

Senator WYDEN. Thank you very much, Mr. Chairman, and welcome, Admiral. I enjoyed my visit with you.

As I indicated to you, my interest here is trying to find a way to balance both ends of the teeter-totter, to fight terrorism ferociously while at the same time being sensitive to personal liberties. Obviously, to be successful in counterterrorism you've got to be able to share data effectively. And yet the standards for collecting data, as I indicated to you, are pretty meager.

And also it doesn't seem that there are adequate provisions for oversight and protection of some of this data. The Supreme Court, in a 1989 case, held that the Government can withhold data bases from public disclosure even when all the information they contain is publicly available. The Court said, "Plainly there is a vast difference between the public records that might be found after a diligent search of courthouse filed, counter archives and local police stations throughout the country and a computerized summary located in a single clearing house of information."

You are going to be the single clearinghouse of information. You are going to be exactly what the Supreme Court spoke to. And the Congress—and I strongly support the proposition—believed that that was important, to make sure that you'd have improved access to information regarding terrorist suspects and people who would put our citizens at risk.

What I'm concerned about is the other side of the ledger, which is how you're going to protect the privacy of law-abiding people. I'd like to hear you address that. I haven't heard you address it thus far in the hearing. You have a certainly laudable paragraph about it in your written testimony. But how do you seek specifically to improve information access without sweeping up all this personal information on innocent people?

Admiral REDD. Well, we had a good discussion the other day, sir. I think it's important just to note, as we did in the discussion the other day, that NCTC itself, as you know, is not in the collection business. All the information comes in to us from the various agencies.

We went back. I've talked to the staff about this briefly. I will certainly tell you I'm not an expert on the subject and I'm not sure that NCTC is going to be the first line of defense in this. But, just to deal with the specific issue which you raised, first of all, the collection of the information that comes in to us, there are some pretty significant standards, particularly in the areas we talked about, in terms of protecting U.S. persons. Clearly we have to balance the goal. You're looking to us. You created us and you brought this information together with the purpose of connecting the dots.

But I would say to you there's a difference—I think there's a difference, at least in our discussion, between searching information in the context of a counterterrorism nexus. In other words, there's something that indicates there's—I won't use the legal term "probable cause," but there's something related to terrorism, and doing a search on that subject is very different than going out and data-mining and, as some people have said, maybe instead of connecting the dots that's trying to find the dots.

But within NCTC and within those searches, we are bound by the very same rules and regulations and law in terms of what we can do in terms of protecting U.S. persons.

Senator WYDEN. But there aren't really any rules with respect to searches, in public data bases. There are some rules with respect to the private sector. So why don't you tell me what the protections are, as you see them, as it relates to public data bases for the rights of our citizens.

Admiral REDD. I think, as I said, sir, two things. First of all, there must be a nexus between the search—not data-mining—but to do the search there must be a nexus to terrorism. And we are out to connect the dots. And I think that very proper for us to do.

We are not allowed to go on fishing expeditions. I can't go in and say, "Put Ron Wyden's name in and go find out all sorts of things." That's against the rules and it's against the law, as I understand it.

I will tell you this as a practical matter. In fact, Chairman Roberts in a recent hearing made the comment, quoting General Hayden, that in practice I find that the people at NCTC are so concerned about this and so aware of it that they probably lean so far back in some ways we may even have to push them. It was General Hayden's comment that we're not even coming up to that line.

Senator, let me just say this is a complicated subject. I don't pretend to be an expert on it at this point in time. Technology brings challenges. As we go through, as you understand, it brings lots of challenges. Technology also brings opportunities. Technology can help us keep that data, as you know, safer—biometrics, for example, to make sure that the people who are searching that data base are cleared, things like that.

I wish had a more complete——

Senator WYDEN. Admiral, I will just tell you I think we disagree on this point. I want to hold the record open because I believe there are almost no rules as to how the Government can use information collected by Government agencies or acquired from commercial data bases. And that's what I hope that you will be interested in working on. Let me just hold the record open, because I would like to have you tell me what you believe to be the rules with respect to how the Government can use the information collected by Government agencies, because I believe they are meager or non-existent.

The other area that I wanted to touch on we also talked about briefly, and that is, I think it is so important that in your position, policymakers get the unvarnished truth of what's really going on out there and what the country can't afford to have is somebody in a critical position like yours saying, once again, something is a slam dunk when it isn't.

Tell me what in your past—and, as we talked about, some of this can be sensitive—would convince the Committee that you will be out there telling policymakers what they don't want to hear?

Admiral REDD. I thought about that after you asked me the question, sir, and I guess I'm going to take you back 43 years to start with, as a plebe at the Naval Academy when I was first introduced to the honor concept. My classmates elected me to be one of six representatives on the honor committee, and we dealt even then, with all the tough cases, and some people were thrown out for honor offenses.

My whole life in the Navy has to do with speaking truth to power, whether it's as an ensign on a ship, whether it's Fifth Fleet commander talking to my boss, or whether it was in the National Security Council, talking to the very senior people there.

The bottom line is, lives are at stake and when lives are at stake, you just can't mess around. Some of the more interesting examples I won't be able to share with you in public. If you would like a specific example, I can give you one. As the Fifth Fleet commander, when we set that up, the Chief of Naval Operations used to bring all the component commanders in. All the rest of them were four-stars. I was a three-star. As it turned out, the Fifth Fleet in the Middle East was probably the hottest spot. So I ended up having a lot more carrier time than the other CINCs did, and that wasn't always the most popular thing. It was the right thing to do, and I made a proposal for increasing that.

Senator WYDEN. That answer will work for me. I look forward to supporting your confirmation and working with you in the days ahead. And let us particularly dig in on this question of how we can win the war on terrorism, fight it ferociously, pulling out all the stops, and do a better job of safeguarding the privacy rights of our citizens, because I think the only area, based on our conversation, we disagree on is——

Admiral REDD. We are in absolute agreement on the goal, sir.

Senator WYDEN. I think there's virtually no "there" there with respect to rules on how the Government can use information collected by Government agencies, and we've got to do a better job.

Thank you, Mr. Chairman.

Chairman ROBERTS. Senator Levin, who must return to the floor to help manage the Defense Authorization Act.

Senator LEVIN. Thank you and Senator Chambliss for allowing me to go out of order. I appreciate it a great deal.

Senator Wyden's question about speaking truth to power, telling policymakers, whether they are in the executive or legislative branch, to me is perhaps the single most important question that we can ask you. And the answer that you give, as far as I'm concerned, is the most single important answer that I can even think of, which is that you have a record of saying to people in power, who have a rank above you, what they didn't necessarily want to hear, and that you are committed to do exactly that, and to come up with objective, independent assessments at NCTC and to tell the policymakers, whatever branch of government they might be in, precisely what it is that you determine to be the facts.

And that assurance, to me, is what is critical and I very much welcome what you say.

Admiral REDD. I give that to you, sir. I have done that and I will continue to do it.

Senator LEVIN. Thank you.

You were Executive Director of the Silberman–Robb Commission and you looked at the intelligence prior to our going to Iraq. Before that Commission met, the 9/11 Commission also took a look at some of the issues that were overlapping. One of them was the question of whether there was a collaborative or operational relationship between Iraq and al–Qa'ida.

The 9/11 Commission found no evidence of that. Did the Silberman–Robb Commission discover anything that would contradict the 9/11 Commission's finding?

Admiral REDD. We did not explicitly look at that issue, sir. We were not charged to go back and either rewrite the NIE. We obviously talked to the people involved. Some witnesses thought there might have been one, but frankly it was not our job, nor our charter, to go back and to redo the intelligence analysts. We were looking more for what processes went wrong, and we took that as a given because that's where the Intelligence Committee came out.

Senator LEVIN. What was the NIE finding on that issue?

Admiral REDD. Actually, I said NIE, but I think it was the intelligence. I don't know whether it was an NIE or just an intelligence, my recollection is that while there were clearly terrorist connections—and there was clearly support for terrorists—that the official community position was they could not find a direct nexus between al–Qa'ida and 9/11 and Iraq.

Senator LEVIN. Did you look at the question of how it is or how it was, then, that there was an inconsistency between what the Administration's statements were relative to that and what that underlying intelligence community position was? Did you look at that issue?

Admiral REDD. We had a brief discussion in closed session with the Commission, but basically our charter and our job was basically to find out what went wrong and when it went wrong, and what were the processes. The intelligence itself was public record, so how that intelligence was dealt with by policymakers here or in the executive branch was, we thought, rightly beyond our charter, because it was not a question of what the intelligence community said. It was out in the open for everybody to make their own judgment.

Senator LEVIN. Do you personally have an opinion that explains that inconsistency?

Admiral REDD. I'm sorry, inconsistency——

Senator LEVIN. Inconsistency between Administration statements on the relationship between al–Qa'ida and Iraq and the intelligence community's assessment?

Admiral REDD. My recollection—as I told you in private—I probably sat in 200——

Senator LEVIN. I mean about the relationship.

Admiral REDD. I understand, sir. But I sat in probably 200 National Security Council meetings in the last Administration, the Clinton Administration, as well as this one, and I think the intelligence community, certainly on WMD, and I think with the terror thing, was pretty much convinced, on WMD, clearly convinced. I can't say that I have a personal opinion.

I will tell you there were some indications—we weren't asked to look into it, but there were some indications that there might have been more of a connection there than the intelligence community came up with, sir. But I'll be honest with you. We didn't delve in deeply.

Senator LEVIN. Thank you. And again my thanks to Senator Chambliss and our Chairman.

Chairman ROBERTS. Senator Chambliss?

Senator CHAMBLISS. Thank you, Mr. Chairman.

Admiral, again I just thank you for your commitment to public service. Thank you for what you've done for our country and thank you for what you're willing to do in this particular position for our country.

I think you are right. I've got two grandchildren also, and our children and grandchildren are certainly going to be the beneficiaries of the great work that I know you're going to do. It's going to be in their lifetime, probably, that this war on terrorism is going to be concluded, rather than in ours. But the framework and the foundation for that battle is going to be part of your day-to-day operation from now on.

You have been a commander, both at the very highest level, commanding the naval forces in Central Command. You were commander of the Fifth Fleet. You also commanded a multinational NATO force, destroyer squadron, guided missile destroyer, as well as a carrier battle group. In each of those leadership positions, you have been a consumer of intelligence.

And now you're going to be on the other end of it. I think that that experience that you have is extremely valuable because you understand how critically important it is that intelligence get to the leadership that is on the battlefield in real time. I think that's going to be your biggest challenge.

One thing that I would just say to you is that this Committee has been very much involved in the process of drafting the legislation, reform legislation of the intelligence community. We're here to provide you with the type of resources you need, to try to provide you with the type of assistance you need in any way relative to ensuring that whatever needs you have to carry out that mission of disseminating that information to the right people in real time is there.

The only thing I will say is, I hope you will make a point of staying in touch with us. We don't want you up here testifying all the time; but we want you coming up talking to us and telling us how things are working and what your needs are. So all I want to say to you is, I appreciate again your willingness to continue to serve our country. We look forward to continuing to work with you on an even more regular basis.

Admiral REDD. Thank you, Senator. A couple of very good point. And yes, being a consumer makes you more critical about the process. At the WMD Commission we talked about what is, I guess, most commonly attributed to Colin Powell—tell me what you know, tell me what you don't know, and tell me what you think. And we sort of added a fourth thing to that—tell me why you think it.

That's probably one of the things that the NCTC can best do, is get to the bottom of—you know, so many times presuppositions differ and from different presuppositions you get into a different answer. And if you don't go back to that and say why do you think what you think, that's certainly a value-added, which I think NCTC can do.

The battlefield analogy with the military is a very real one and it represents a very real challenge, as you know. We have seen in both of the Gulf wars the tremendous ability to get intelligence out to the battlefield commander, as needed, on time and timed to in-

fluence a battle. The new challenge is getting it out to a different battlefield, and that's the State and local officials here, on the border, and FBI, and making sure that we take this very—in some cases—very highly-classified information, get it down to a classification level where it's actionable, and getting that actionable intelligence out to the man or woman on the street, whether it's law enforcement or homeland security.

You have my commitment, sir. I will stay in touch. It's very clear that Congress has had a major hand in intelligence reform in general and in the establishment of the NCTC, so I will stay closely in touch, sir. I won't wait to be called.

Senator CHAMBLISS. Thank you.

Chairman ROBERTS. Welcome back, Senator Mikulski.

Senator MIKULSKI. Thank you very much, Mr. Chairman. I'm glad once again to rejoin the Committee after my very short hospital stay.

Admiral Redd, first of all, welcome to the Committee and welcome to the job. I certainly believe you will be confirmed. I could only reiterate what others have said about a very distinguished career. And also you're at the point in your life where you could be on boards of directors and home for dinner every night.

Admiral REDD. I've been reminded of that, yes, ma'am.

Senator MIKULSKI. I'm sure. And, to your family, we also want to express our gratitude. We're glad that someone of your leadership seasoning and experience is taking this job. I believe that you are qualified for the job.

My questions are really how do you see the job. Senators Wyden and Levin raised the issues of truth to power. That's one of the questions I ask. But mine are a bit different.

Going back to operating off of some of the information in the Robb–Silberman report, first of all let me say this. Every time there's been a problem now, it's let's have another center—a center today, a center tomorrow, a center here, a center there. And we seem to be losing our center of gravity sometimes because of it.

Then, what emerges is the ambiguities in the respective roles and authorities that have come forth. Senators Collins and Levin wrote a letter to Homeland Security, TTIC and so on asking for clarification between all of the elements.

My question to you is, how do you see really establishing this? One other dimension, I am the Ranking Member on the Commerce, Justice Appropriations, so that's for the FBI. We're very close with the FBI. We don't want a domestic surveillance agency, but the FBI is out of the loop in some ways, even with what we talk about here, and the Judiciary Committee.

So, could you give me a picture of how you see launching this ship, number one; and then, number two, what you would see, elaborating on what you define as the strategic operations planning aspects of what's included in the statute?

Mine's more nuts and bolts, because I tell you, as the Ranking Member for FBI, being on here with the Intel Committee, and then I'm on Defense Appropriations, it's a little——

Admiral REDD. I obviously like the concept of launching the ship, Senator. It's a metaphor I'm familiar with.

Senator MIKULSKI. I thought you'd like it.

Admiral REDD. I obviously would note that a lot of my early training came from the State of Maryland, down the road in Annapolis.

I think, as I said in my opening statement, there are two fundamental missions. One of them we're pretty well down the road on. That's on the intelligence side. There's a lot to be done yet on the intelligence and integration side. We're not there yet, but we're clearly in the right place, moving in the right direction.

I have to say, Mr. Chairman, if I say "we," I apologize. I understand and I've been assiduous about not taking any actions or doing anything which would assume or presume confirmation, but sometimes when you get in a leadership mode you start——

Senator MIKULSKI. Don't worry about it.

Admiral REDD. Thank you.

Having said that, the strategic operational planning is a landmark piece of legislation and it's a landmark concept. I have watched in the military, obviously, before I was born, the Department of the Navy and the Department of War, and never the twain shall meet. So after Grenada and some other things, we got Goldwater-Nichols and we finally got the militaries talking to each other.

I've seen that progress now, and my experience in Baghdad, where we had all elements of the government coming together, sometimes a bit of a lashup, but making it work together.

In the past, we've had a very robust, sometimes painful but nonetheless reasonably effective way of doing overall policy—the National Security Council deputies committee, principals committee, National Security Council itself with the President presiding and deciding those high policy-level things.

So the strategic operational planning function of the NCTC really is the next level down. We're putting somebody in and saying this center now has a mission of doing that on a day-to-day basis, taking all the elements of national power—it obviously involves the Secretary of Defense, Secretary of State and a number of other agencies—and bringing them together and saying this is our cut at how strategic operational planning ought to be done.

So I think a couple of things. It's a very comfortable model to me in the sense that I've done it. That's the way you do planning. You start with a strategy and you say, okay, what are the goals, what are the missions, what are the tasks, who is best suited to take these tasks on, assign them out. Then the agencies come back and they bring it together and you say, okay, let's make sure we're coordinating. And here's the key part. Then we look at some metrics. How are we doing?

Because, as you well know from your Armed Services and other associations, the first casualty of war is usually the plan. But the process of going through and getting to that plan is what's critical. So we're starting it. There's work going on. We're just in the process of standing that up.

The first thing is to get people, to get the right number of the right people. We've just got a new deputy director who has reported aboard with extensive planning experience. He happens to be an active-duty two-star general who set up the global war on ter-

rorism, Jeff Schlosser, and I'm looking forward to working with him.

But fundamentally, this is going to be an interesting evolution, but it's a critical one because it really is, on a day-to-day basis, bringing the elements together.

Senator MIKULSKI. First of all, we will look forward to seeing how this is going to work. But do you believe that the way we are underway in clarifying the roles, these ambiguous roles between NCTC and counterterrorism at CIA, and where is the FBI in all this——

Admiral REDD. Yes, ma'am. As I said earlier, it's no secret there have been some disagreements, but the bottom line is, everybody's heading in the same direction. I think the Congress has made it clear, the President has made it clear, that the National Counterterrorism Center is to be the primary organization for analysis and integration of all intelligence information. I'm now back on the intelligence side, obviously.

The FBI and the NCTC are collocated out there. And we're making a lot of progress. We still have a few things to work out, but I think that under John Negroponte's leadership we're making a lot of progress as well.

Senator MIKULSKI. Thank you. Mr. Chairman, I think that covers this line of questions. I think the next line will be when Admiral Redd's on the job and we have a chance to visit to see how this is going and how we can make it happen.

Chairman ROBERTS. We would look forward to that, Senator. I thank you for your questions.

I just have basically one more and then an observation. You've been described—and these are my words; I'm paraphrasing—as sort of a oil can man—hear a squeak, hear a problem, hear a gearbox or see a gearbox that's not working, whether it be on the policy side or whether it be in the military or any of your past assignments.

And that's what you need to head up the NCTC. And you've also been described as a person who is able to bring people together and have what we in the Senate sometimes call meaningful dialogue, despite strong differences of opinion.

We talked about the fact that in the intelligence community there was a lot of discussion when we went through the intelligence reform bill about who is the majority user of intelligence and where should that authority lie. As I indicated to you, it would be late in the evening and we could hear the bulldozers scraping up turf against the Committee doors so they could have ample input, as they have had in the past.

Having said that, the Department of Defense obviously takes up a great deal of the intelligence budget and the majority user is the warfighter. There's nothing more important than real-time intelligence to the warfighter. You've indicated that and you've indicated quite poignantly those who are missing, because in part we didn't have the proper intelligence. And there are other reasons as well.

But as I have pointed out to people that were involved in debate, while the majority user—and no Member of Congress wants to deny the warfighter any real-time intelligence, that would be ridic-

ulous—we want the very best and we want it real-time, and I think we're making unbelievable progress. If you look back where we were 5 years ago, 3 years ago, 2 years ago, what we're obtaining today from detainee interrogation and other means of collection, then getting that into the hands of the warfighter, saving Iraqi lives, saving Afghan lives, saving American lives, subverting plots against the homeland and other areas of the world, I think we're doing much better.

But the primary users are the President of the United States and the National Security Council and the Congress. So my question to you is, will you alert the Committee if you encounter pushback from any of the agencies or elements of agencies which do not fall under the National Intelligence Program? We're here to help.

Admiral REDD. The short answer, Senator, is yes. If I could qualify that a little, if I encounter pushback, which I am not able to resolve or we're not able to resolve to our satisfaction. There will be pushback, as you understand. Your metaphors are very rich, and I can see the bulldozer scraping that turf up into a pretty high berm, probably, outside of the Committee.

All that said, there will be pushback, but I think I'm old-fashioned enough and maybe naive enough to believe that even inside the Beltway that substance will triumph over style and that function will triumph over form. So I think from a leadership standpoint the key thing is reminding everybody of the vision of why we're here and overcoming that parochialism by lifting everybody up to the plane above that.

I know certainly the Cabinet officers all feel that way and most of the people I deal with on the senior levels feel that way. So that's part of the leadership challenge, whether you have the absolute authority to command or demand something. Obviously that's one thing, especially in Washington or inside here, but the reality is that reminding people of why we are here and what the mission is I find is often very good at clearing the air. I will come back to you, sir, if I'm not able to accomplish my mission and I need help.

Chairman ROBERTS. Well, we'll ride shotgun with you any time.

Admiral REDD. Thank you, sir.

Chairman ROBERTS. Thank you for your presentation.

That concludes the Committee hearing.

[Whereupon, at 3:33 p.m., the Committee adjourned.]

SELECT COMMITTEE ON INTELLIGENCE

UNITED STATES SENATE

QUESTIONNAIRE FOR COMPLETION BY PRESIDENTIAL NOMINEES

Effective January 1998

SELECT COMMITTEE ON INTELLIGENCE
UNITED STATES SENATE

QUESTIONNAIRE FOR COMPLETION BY PRESIDENTIAL NOMINEES

PART A - BIOGRAPHICAL INFORMATION

1. NAME: John Scott Redd
2. DATE AND PLACE OF BIRTH: 10 September 1944, Omaha, Nebraska
3. MARITAL STATUS: Married for 35 years
4. SPOUSE'S NAME: Donna Ford Redd
5. SPOUSE'S MAIDEN NAME IF APPLICABLE: Donna Marie Ford
6. NAMES AND AGES OF CHILDREN:

NAME	AGE
Anne Redd Chamberlin (nee Anne Ellsworth Redd)	34
John Scott Redd, Jr.	30
Adam Ford Redd	26

7. EDUCATION SINCE HIGH SCHOOL:

INSTITUTION	DATES ATTENDED	DEGREE RECEIVED	DATE OF DEGREE
U. S. Naval Academy	Jun 1962-Jun 1966	BS Math, Physics	June 1966
University of the Republic, Montevideo Uruguay	Jul 1966-Jun 1967	Fulbright Scholar	N/A
Armed Forces Staff College	Jan 1974-Aug 1974	Graduated with distinction	
U. S. Naval Postgraduate School, Monterey, CA	Jan 1977-Dec 1978	MS Operations Analysis	Dec 1978
Massachusetts Institute of Technology (Program for Senior Executives)	Sep – Dec 1983		

Various U. S. Navy professional schools

8. EMPLOYMENT RECORD (LIST ALL POSITIONS HELD SINCE COLLEGE, INCLUDING MILITARY SERVICE. INDICATE NAME OF EMPLOYER, POSITION, TITLE OR DESCRIPTION, LOCATION AND DATES OF EMPLOYMENT.)

EMPLOYER	POSITION/TITLE	LOCATION	DATES
A. U. S. Navy	Midshipmen to Vice Admiral	Various	Jun 62-Aug 98

Key Navy assignments:
- Division Officer, Department Head, Executive Officer tours in Destroyers/ Frigates
- Exchange Officer, Mexican Naval Academy, 1971-73 (LT/LCDR, USN)
- Commanding Officer, USS KING (DDG-41) 1981-83 (CDR, USN)
- Director for Strategic Planning, CNO Executive Panel, 1983-84 (CAPT, USN)
- Military Assistant, Under Secretary of Defense for Policy 1984-86 (CAPT. USN)
- Commander, Destroyer Squadron Thirty Six (CDS-36), 1986-88 (CAPT, USN)
- Commander, Standing Naval Force Atlantic (CSNFL), 1988-89 (Rear Admiral, USN) (Multi-National NATO force; First US Flag Officer to Command)
- Assistant To (Chief of Staff) Under Secretary of Defense for Policy, 1989-91
- Commander, Cruiser Destroyer Group Twelve, 1991-92 /
- Commander EISENHOWER Carrier Battle Group, 1991-92 (Rear Admiral, USN) (Double hatted)
- Assistant Deputy Chief of Naval Operations for Plans, Policy and Operations (N-3/5B) (also, director Strategic Planning, N-51 and Acting N-3/5), 1992-94 (Rear Admiral)
- Commander, U. S. Naval Forces, Central Command (COMUSNAVCENT), 1994-96 / -
- Commander, FIFTH Fleet, 1995-96 – Commissioned 1 July 1995) /
- Commander, Middle East Force, 1994-1995 Vice Admiral, USN (All headquartered in Manama, Bahrain - double/triple hatted)
- Director, Strategic Plans and Policy (DJ-5), The Joint Staff, 1996-98, Vice Admiral, USN

B. Self	Consultant	Fairfax, VA	Sep 98-Feb 99
C. NetSchools Corp., Inc.	Chairman/President/CEO	Mountain View, CA/Atlanta, GA	Mar 99-May 02
D. JSR Associates, Inc.	Chairman/President	Atlanta, GA	May 02-Jan 04
E. Coalition Provisional Authority (CPA)	Deputy Administrator/ Chief Operating Officer (COO)	Baghdad, Iraq	Jan 04-Apr 04
F: USG: Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction (WMD Commission)	Executive Director	Arlington, VA	May 04-May 05

9. GOVERNMENT EXPERIENCE (INDICATE EXPERIENCE IN OR ASSOCIATION WITH FEDERAL, STATE OR LOCAL GOVERNMENTS, INCLUDING ADVISORY, CONSULTATIVE, HONORARY OR OTHER PART-TIME SERVICE OR POSITION. DO NOT REPEAT INFORMATION ALREADY PROVIDED IN QUESTION 8):

   A. Member, Overseas Presence Advisory Panel, 1999. Panel convened by SECSTATE Albright in wake of East Africa terrorist bombings of U. S. Embassies to develop recommendations on overseas presence and diplomacy in the 21st century.

   B. Member, Georgia Military Affairs Advisory Council (GMACC), 2003-2004 (resigned to reenter US Govt. service in CPA). Council's purpose is to advise Governor Perdue on state military affairs.

10. INDICATE ANY SPECIALIZED INTELLIGENCE OR NATIONAL SECURITY EXPERTISE YOU HAVE ACQUIRED HAVING SERVED IN THE POSITIONS DESCRIBED IN QUESTIONS 8 AND/OR 9.

    I have four decades of service in national security positions in and out of uniform. At sea, I led eight organizations from a Destroyer to a Fleet. This has included planning and commanding joint and combined operations involving multiple services, agencies and international allies ranging in size from several hundred people to almost 30,000. Ashore, I have been involved in national-level national security issues in every administration since 1979, including participation in hundreds of cabinet/deputy-cabinet level National Security Council meetings (Deputies Committee/Principals Committee) both in a military and civilian leadership (OSD and CPA Baghdad) role. My ashore tours encompassed significant planning experience, having served as the Navy's deputy for Plans, Policy and Operations and culminating in an assignment as the primary advisor to the Chairman of the Joint Chiefs of Staff for Strategic Plans and Policy (Director, J-5). Finally, as the "Secretary of State" for the military (Director, J-5) and as the senior U.S. military officer permanently stationed in the Middle East (COMUSNAVCENT/COMFIFTHFLT), I have dealt frequently with senior allied government and military officials, including most of the heads of state in the Gulf Region. Throughout this time I was a daily consumer of intelligence products, interacting with virtually all elements of the Intelligence Community. That background was broadened and deepened by service as Executive Director of the recently concluded Presidential Commission on Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction ("WMD Commission").

11. HONORS AND AWARDS (PROVIDE INFORMATION ON SCHOLARSHIPS, FELLOWSHIPS, HONORARY DEGREES, MILITARY DECORATIONS, CIVILIAN SERVICE CITATIONS, OR ANY OTHER SPECIAL RECOGNITION FOR OUTSTANDING PERFORMANCE OR ACHIEVEMENT):

ACADEMIC

- U. S. Naval Academy: Salutatorian, Class of 1966; Fulbright Scholar (Uruguay); Trident Scholar; Burke Scholar; Superintendent's Leadership Award; American Bar Association / Military Law Award; European History Award.
- Naval Postgraduate School: Valedictorian

MILITARY PROFESSIONAL

- Military Decorations: Three Defense Distinguished Service Medals, two Navy Distinguished Service Medals, three Defense Superior Service Medals, two Legion of Merit medals, two Meritorious Service Medals, two Navy Commendation Medals and twelve unit commendations and service medals.
- Founded (i.e. proposed and later commissioned) the U. S. FIFTH Fleet in the Central Command Theater in 1995, the only new U S Navy Fleet in half a century.

CIVILIAN

- Secretary of Defense Medal for Exceptional Public Service (as COO, CPA Baghdad).
- Twice elected President of U. S. Naval Academy class of 1966.
- Amateur Radio Operator: Have won six world championships and one U.S. national championship in international competition.

12. ORGANIZATIONAL AFFILIATIONS (LIST MEMBERSHIPS IN AND OFFICES HELD WITHIN THE LAST TEN YEARS IN ANY PROFESSIONAL, CIVIC, FRATERNAL, BUSINESS, SCHOLARLY, CULTURAL, CHARITABLE OR OTHER SIMILAR ORGANIZATIONS):

ORGANIZATION	OFFICE HELD	DATES
A. Georgia Tech Research Institute, Atlanta GA; Member of External Advisory Committee; 1999-2004		
B. Perimeter Church (Presbyterian Church in America), Duluth, GA; Elder; 2000 – present.		
C. Reformed Theological Seminary, Jackson, MS; Member of External Advisory Board; ~2000 – present.		
D. Military Ministry, Campus Crusade for Christ, Newport News, VA; Member of Executive Committee; ~1999 – present.		
E. CEO Forum on Education and Technology, Washington, DC; member; ~2000-2001		
F. Officers' Christian Fellowship, Colorado Springs, Englewood, CO; Member. 1966-present.		
G. Association of Christian Conferences, Teaching and Service, Denver, CO; Member;		

1966 – present.

H. U. S. Naval Academy Alumni Association, Annapolis, MD; Member (~1975 – present) and President of the USNA Class of 1966 (two terms, most recent 2000-04).
I. U. S. Naval Academy Alumni Association, Atlanta Chapter, Atlanta, GA; Member; 2000-2004.
J. American Radio Relay League, Newington, CT; Member; ~1962- present.
K. The Georgian Club, Atlanta, GA; Member; ~1999-present.
L. Reynolds National Club, Reynolds Plantation, Greensboro, GA; Member; 2004-present.
M. Bahrain-American Friendship Society, Washington, DC; Member; 1996-present.
N. U. S. Naval Institute, Annapolis, MD; Member; ~1980 – present.
O. Military Officers Association of America, Alexandria, VA; Member; ~1986-present.

13. PUBLISHED WRITINGS AND SPEECHES (LIST THE TITLES, PUBLISHERS, AND PUBLICATION DATES OF ANY BOOKS, ARTICLES, REPORTS OR OTHER PUBLISHED MATERIALS YOU HAVE AUTHORED. ALSO LIST ANY PUBLIC SPEECHES YOU HAVE MADE WITHIN THE LAST TEN YEARS FOR WHICH THERE IS A TEXT OR TRANSCRIPT. TO THE EXTENT POSSIBLE, PLEASE PROVIDE A COPY OF EACH SUCH PUBLICATION, TEXT OR TRANSCRIPT):

Most of my files are in storage. Following is a best effort summary based on files available.

Books: None.

Articles of which I have a record:

A. "Fifth Fleet, Arriving." U. S. Naval Institute, July, 1997 (copy not immediately available)
B. "Sustained Assured Access: the Navy's Role in Joint Warfare." Armed Forces Journal International, September 2001, 66-70. (DRAFT article attached)
C. "Leadership: A Biblical Approach to the Military Officer's Core Skill." Command Magazine, circa Fall 1999 (copy attached)
D. "Values: The foundation of leadership." Navy Chaplains magazine, circa 1996 (Draft article attached)

Public speeches. I have spoken on numerous official occasions, such as military Change of Command and Retirement Ceremonies. Other than that, my public speaking has been limited, focused primarily on leadership, both as a military officer and as a private sector CEO. I have attached a few representative speeches (mostly in draft form).

PART B - QUALIFICATIONS

14. QUALIFICATIONS (DESCRIBE WHY YOU BELIEVE YOU ARE QUALIFIED TO SERVE IN THE POSITION FOR WHICH YOU HAVE BEEN NOMINATED):

I would group my qualifications for Director, National Counterterrorism Center (NCTC) in four broad areas: National security, leadership, innovation and reform and overall intelligence experience.

A. National security. I have nearly four decades of experience in the strategy, planning and execution of national security policy. I have been involved in national-level national security issues in every administration since 1979, including participation in hundreds of cabinet/deputy-cabinet level National Security Council meetings (Deputies Committee / Principals Committee) both in a military and civilian leadership (OSD and CPA Baghdad) role. My ashore tours encompassed significant planning experience, having served as the Navy's deputy for Plans, Policy and Operations and culminating in an assignment as the primary advisor to the Chairman of the Joint Chiefs of Staff for Strategic Plans and Policy (Director, J-5). My operational tours have included command of naval, joint and combined task forces ranging from cold war operations to counter narcotics to the Middle East. In addition to the planning and operational aspects of national security, I have been privileged to be involved in the diplomatic aspects as well. As the "Secretary of State" for the military (Director, J-5) and as the senior U.S. military officer permanently stationed in the Middle East (COMUSNAVCENT / COMFIFTHFLT), I dealt frequently with senior allied government and military officials, including most of the heads of state in the Gulf Region.

B. Leadership. I have been privileged to serve as Commander/CEO or COO of over a dozen organizations in the public and private sectors. These range from commanding a ship to a fleet, to leading a high tech start-up company in Silicon Valley to, briefly, leading the reconstruction effort for a country. This has included planning and commanding joint and combined operations involving multiple services, agencies and international allies ranging in size from several hundred people to almost 30,000. In each case, I have sought to build a cohesive team out of the diverse players involved by creating a common vision, establishing excellence as a standard and fostering teamwork.

C. Innovation and reform. In recognition of the changed global landscape, I proposed, promoted and ultimately commissioned the U.S. Navy's only new fleet in fifty years, founding the FIFTH Fleet in the Middle East. As CEO of NetSchools Corporation, I experienced first hand the challenges and rewards of introducing technology and new ways of doing business into an established culture – public education. Finally, as the Executive Director of the Presidential Commission on Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction, I led the staff effort in a broad examination of the Intelligence Community and the development of the report which has become the President's

blueprint for implementing the Congress's Intelligence Reform and Terrorist Prevention Act.

D. Intelligence. Throughout most of my career, both military and civilian, I have been a daily consumer of intelligence products, interacting with virtually all elements of the Intelligence Community. That experience included collection and production at the tactical level, evaluation and requirement tasking at the strategic level, and, ultimately, evaluation of the overarching intelligence process and its product.

PART C - POLITICAL AND FOREIGN AFFILIATIONS

15. POLITICAL ACTIVITIES (LIST ANY MEMBERSHIPS OR OFFICES HELD IN OR FINANCIAL CONTRIBUTIONS OR SERVICES RENDERED TO, ANY POLITICAL PARTY, ELECTION COMMITTEE, POLITICAL ACTION COMMITTEE, OR INDIVIDUAL CANDIDATE DURING THE LAST TEN YEARS):

    - Chambliss for Senate, 2002. Served as Vice Chairman of "Veterans for Saxby"

16. CANDIDACY FOR PUBLIC OFFICE (FURNISH DETAILS OF ANY CANDIDACY FOR ELECTIVE PUBLIC OFFICE):

    None

17. FOREIGN AFFILIATIONS

(NOTE: QUESTIONS 17A AND B ARE NOT LIMITED TO RELATIONSHIPS REQUIRING REGISTRATION UNDER THE FOREIGN AGENTS REGISTRATION ACT. QUESTIONS 17A, B, AND C DO NOT CALL FOR A POSITIVE RESPONSE IF THE REPRESENTATION OR TRANSACTION WAS AUTHORIZED BY THE UNITED STATES GOVERNMENT IN CONNECTION WITH YOUR OR YOUR SPOUSE'S EMPLOYMENT IN GOVERNMENT SERVICE.)

A. HAVE YOU OR YOUR SPOUSE EVER REPRESENTED IN ANY CAPACITY (E.G. EMPLOYEE, ATTORNEY, OR POLITICAL/BUSINESS CONSULTANT), WITH OR WITHOUT COMPENSATION, A FOREIGN GOVERNMENT OR AN ENTITY CONTROLLED BY A FOREIGN GOVERNMENT? IF SO, PLEASE FULLY DESCRIBE SUCH RELATIONSHIP.

No.

B. HAVE ANY OF YOUR OR YOUR SPOUSE'S ASSOCIATES REPRESENTED, IN ANY CAPACITY, WITH OR WITHOUT COMPENSATION, A FOREIGN GOVERNMENT OR AN ENTITY CONTROLLED BY A FOREIGN GOVERNMENT? IF SO, PLEASE FULLY DESCRIBE SUCH RELATIONSHIP.

No.

C. DURING THE PAST TEN YEARS, HAVE YOU OR YOUR SPOUSE RECEIVED ANY COMPENSATION FROM, OR BEEN INVOLVED IN ANY FINANCIAL OR BUSINESS

TRANSACTIONS WITH, A FOREIGN GOVERNMENT OR ANY ENTITY CONTROLLED BY A FOREIGN GOVERNMENT? IF SO, PLEASE PROVIDE DETAILS.

No

D. HAVE YOU OR YOUR SPOUSE EVER REGISTERED UNDER THE FOREIGN AGENTS REGISTRATION ACT? IF SO, PLEASE PROVIDE DETAILS.

No.

18. DESCRIBE ANY LOBBYING ACTIVITY DURING THE PAST TEN YEARS, OTHER THAN IN AN OFFICIAL U.S. GOVERNMENT CAPACITY, IN WHICH YOU OR YOUR SPOUSE HAVE ENGAGED FOR THE PURPOSE OF DIRECTLY OR INDIRECTLY INFLUENCING THE PASSAGE, DEFEAT OR MODIFICATION OF FEDERAL LEGISLATION, OR FOR THE PURPOSE OF AFFECTING THE ADMINISTRATION AND EXECUTION OF FEDERAL LAW OR PUBLIC POLICY.

    As CEO of NetSchools, I was part of a group that met with several Senators and Representatives in Washington and in San Francisco, circa 2001, to encourage generally the use of technology in education. No specific bill was involved.

PART D - FINANCIAL DISCLOSURE AND CONFLICT OF INTEREST

19. DESCRIBE ANY EMPLOYMENT, BUSINESS RELATIONSHIP, FINANCIAL TRANSACTION, INVESTMENT, ASSOCIATION OR ACTIVITY (INCLUDING, BUT NOT LIMITED TO, DEALINGS WITH THE FEDERAL GOVERNMENT ON YOUR OWN BEHALF OR ON BEHALF OF A CLIENT), WHICH COULD CREATE, OR APPEAR TO CREATE, A CONFLICT OF INTEREST IN THE POSITION TO WHICH YOU HAVE BEEN NOMINATED.

    None.

20. DO YOU INTEND TO SEVER ALL BUSINESS CONNECTIONS WITH YOUR PRESENT EMPLOYERS, FIRMS, BUSINESS ASSOCIATES AND/OR PARTNERSHIPS OR OTHER ORGANIZATIONS IN THE EVENT THAT YOU ARE CONFIRMED BY THE SENATE? IF NOT, PLEASE EXPLAIN.

    JSR Associates, Inc., is a consulting company consisting of myself, as consultant, and my wife, as secretary. The company was primarily in the education sector and has been dormant, with last income in summer 2003. It will remain dormant with no activity until completion of my government duties. Rather than close the company, I have taken a leave of absence so as not to incur expenses of restarting, if I were to resume consulting at a future date. My only connection will be to assist my wife in preparation of any required tax returns.

21. DESCRIBE THE FINANCIAL ARRANGEMENTS YOU HAVE MADE OR PLAN TO MAKE, IF YOU ARE CONFIRMED, IN CONNECTION WITH SEVERANCE FROM YOUR CURRENT POSITION. PLEASE INCLUDE SEVERANCE PAY, PENSION RIGHTS, STOCK OPTIONS, DEFERRED INCOME ARRANGEMENTS AND ANY AND ALL COMPENSATION THAT WILL OR MIGHT BE RECEIVED IN THE FUTURE AS A RESULT OF YOUR CURRENT BUSINESS OR PROFESSIONAL RELATIONSHIPS.

    I will remain on a leave of absence from JSR Associates, Inc., and JSR Associates, Inc. will remain dormant.

22. DO YOU HAVE ANY PLANS, COMMITMENTS OR AGREEMENTS TO PURSUE OUTSIDE EMPLOYMENT, WITH OR WITHOUT COMPENSATION, DURING YOUR SERVICE WITH THE GOVERNMENT? IF SO, PLEASE PROVIDE DETAILS.

    No, other than continued pro-bono service on the advisory bodies of two non-profit, charitable organizations. (Military Ministry and Reformed Theological Seminary)

23. AS FAR AS CAN BE FORESEEN, STATE YOUR PLANS AFTER COMPLETING GOVERNMENT SERVICE. PLEASE SPECIFICALLY DESCRIBE ANY AGREEMENTS OR UNDERSTANDINGS, WRITTEN OR UNWRITTEN, CONCERNING EMPLOYMENT AFTER LEAVING GOVERNMENT SERVICE. IN PARTICULAR, DESCRIBE ANY AGREEMENTS, UNDERSTANDINGS OR OPTIONS TO RETURN TO YOUR CURRENT POSITION.

    I have no specific plans, other than to return to the private sector in some capacity, either full or part time.

24. IF YOU ARE PRESENTLY IN GOVERNMENT SERVICE, DURING THE PAST FIVE YEARS OF SUCH SERVICE, HAVE YOU RECEIVED FROM A PERSON OUTSIDE OF GOVERNMENT AN OFFER OR EXPRESSION OF INTEREST TO EMPLOY YOUR SERVICES AFTER YOU LEAVE GOVERNMENT SERVICE? IF YES, PLEASE PROVIDE DETAILS.

    N/A

25. IS YOUR SPOUSE EMPLOYED? IF YES AND THE NATURE OF THIS EMPLOYMENT IS RELATED IN ANY WAY TO THE POSITION FOR WHICH YOU ARE SEEKING CONFIRMATION, PLEASE INDICATE YOUR SPOUSE'S EMPLOYER, THE POSITION AND THE LENGTH OF TIME THE POSITION HAS BEEN HELD. IF YOUR SPOUSE'S EMPLOYMENT IS NOT RELATED TO THE POSITION TO WHICH YOU HAVE BEEN NOMINATED, PLEASE SO STATE.

    Although a dedicated homemaker, she serves as VP and Secretary of JSR Associates, Inc. Her employment is not related to the position to which I have been nominated.

26. LIST BELOW ALL CORPORATIONS, PARTNERSHIPS, FOUNDATIONS, TRUSTS, OR OTHER ENTITIES TOWARD WHICH YOU OR YOUR SPOUSE HAVE

FIDUCIARY OBLIGATIONS OR IN WHICH YOU OR YOUR SPOUSE HAVE HELD DIRECTORSHIPS OR OTHER POSITIONS OF TRUST DURING THE PAST FIVE YEARS.

NAME OF ENTITY POSITION DATES HELD SELF OR SPOUSE

A. Georgia Tech Research Institute, Atlanta GA; Member of External Advisory Committee (non-governing); 1999-2004; Self

B. Perimeter Church (Presbyterian Church in America); Elder; 2000 – present; Self.

C. Reformed Theological Seminary, Jackson, MS; Member of External Advisory Board (non-governing); ~2000 – present; Self.

D. Military Ministry, Campus Crusade for Christ, Newport News, VA; Member of Executive Committee; ~1999 – present; Self

27. LIST ALL GIFTS EXCEEDING $100 IN VALUE RECEIVED DURING THE PAST FIVE YEARS BY YOU, YOUR SPOUSE, OR YOUR DEPENDENTS. (NOTE: GIFTS RECEIVED FROM RELATIVES AND GIFTS GIVEN TO YOUR SPOUSE OR DEPENDENT NEED NOT BE INCLUDED UNLESS THE GIFT WAS GIVEN WITH YOUR KNOWLEDGE AND ACQUIESCENCE AND YOU HAD REASON TO BELIEVE THE GIFT WAS GIVEN BECAUSE OF YOUR OFFICIAL POSITION.)

None.

28. LIST ALL SECURITIES, REAL PROPERTY, PARTNERSHIP INTERESTS, OR OTHER INVESTMENTS OR RECEIVABLES WITH A CURRENT MARKET VALUE (OR, IF MARKET VALUE IS NOT ASCERTAINABLE, ESTIMATED CURRENT FAIR VALUE) IN EXCESS OF $1,000. (NOTE: THE INFORMATION PROVIDED IN RESPONSE TO SCHEDULE A OF THE DISCLOSURE FORMS OF THE OFFICE OF GOVERNMENT ETHICS MAY BE INCORPORATED BY REFERENCE, PROVIDED THAT CURRENT VALUATIONS ARE USED.)

DESCRIPTION OF PROPERTY VALUE METHOD OF VALUATION

Please see Schedule A of my SF-278 Public financial Disclosure Report dated June 20, 2005.

29. LIST ALL LOANS OR OTHER INDEBTEDNESS (INCLUDING ANY CONTINGENT LIABILITIES) IN EXCESS OF $10,000. EXCLUDE A MORTGAGE ON YOUR PERSONAL RESIDENCE UNLESS IT IS RENTED OUT, AND LOANS SECURED BY AUTOMOBILES, HOUSEHOLD FURNITURE OR APPLIANCES. (NOTE: THE INFORMATION PROVIDED IN RESPONSE TO SCHEDULE C OF THE DISCLOSURE FORM OF THE OFFICE OF GOVERNMENT ETHICS MAY BE INCORPORATED BY REFERENCE, PROVIDED THAT CONTINGENT LIABILITIES ARE ALSO

INCLUDED.)

NATURE OF OBLIGATION	NAME OF OBLIGEE	AMOUNT

Please see Schedule C of my SF-278 Public financial Disclosure Report dated June 20, 2005.

30. ARE YOU OR YOUR SPOUSE NOW IN DEFAULT ON ANY LOAN, DEBT OR OTHER FINANCIAL OBLIGATION? HAVE YOU OR YOUR SPOUSE BEEN IN DEFAULT ON ANY LOAN, DEBT OR OTHER FINANCIAL OBLIGATION IN THE PAST TEN YEARS? HAVE YOU OR YOUR SPOUSE EVER BEEN REFUSED CREDIT OR HAD A LOAN APPLICATION DENIED? IF THE ANSWER TO ANY OF THESE QUESTIONS IS YES, PLEASE PROVIDE DETAILS.

No.

31. LIST THE SPECIFIC SOURCES AND AMOUNTS OF ALL INCOME RECEIVED DURING THE LAST FIVE YEARS, INCLUDING ALL SALARIES, FEES, DIVIDENDS, INTEREST, GIFTS, RENTS, ROYALTIES, PATENTS, HONORARIA, AND OTHER ITEMS EXCEEDING $200. (COPIES OF U.S. INCOME TAX RETURNS FOR THESE YEARS MAY BE SUBSTITUTED HERE, BUT THEIR SUBMISSION IS NOT REQUIRED.)

		2000	2001	2002	2003	2004
SALARIES						
- NetSchools Corp, Inc.		252,088	360,321	583,981	0	0
- JSR Associates, Inc. Self	0		0	16000	19000	0
- JSR Associates, Inc. Spouse	0		0	5000	5975	0
- US Govt - DFAS	0		0	0	0	153,151
FEES						
- Georgia Tech Research Institute		500	1000	500	500	0
ROYALTIES		0	0	0	0	0
DIVIDENDS		0	1870	0	0	0
INTEREST		1631	1310	2758	1422	1125
GIFTS		0	0	0	0	0
- Aunt & Uncle (both now deceased)		20000	0	0	0	0
RENTS		0	0	0	0	0
OTHER						
- US Navy Retirement Pay		73,611	76,321	78,241	79,334	81,020
- US Navy Disability Pay		6438	6687	6824	6922	7048
- Federal Tax Refund (for prev year)		2623	1135	3121	6458	1809
- State Tax Refund (for prev. year)		5542	4961	5993	9009	1030
- Inheritance (Aunt & Uncle's Estate)		4449.14	87785	9605	0	0
- Long term capital gains		0	0	8019	0	0
TOTAL		366,882	541,390	712,023	128,620	245,183

32. IF ASKED, WILL YOU PROVIDE THE COMMITTEE WITH COPIES OF YOUR AND YOUR SPOUSE'S FEDERAL INCOME TAX RETURNS FOR THE PAST THREE YEARS.

    Yes.

33. LIST ALL JURISDICTIONS IN WHICH YOU AND YOUR SPOUSE FILE ANNUAL INCOME TAX RETURNS.

    Federal Income Tax and Georgia State Income Tax.

34. HAVE YOUR FEDERAL OR STATE TAX RETURNS BEEN THE SUBJECT OF AN

AUDIT, INVESTIGATION OR INQUIRY AT ANY TIME? IF SO, PLEASE PROVIDE DETAILS, INCLUDING THE RESULT OF ANY SUCH PROCEEDING.

No.

35. IF YOU ARE AN ATTORNEY, ACCOUNTANT, OR OTHER PROFESSIONAL, PLEASE LIST ALL CLIENTS AND CUSTOMERS WHOM YOU BILLED MORE THAN $200 WORTH OF SERVICES DURING THE PAST FIVE YEARS. ALSO, LIST ALL JURISDICTIONS IN WHICH YOU ARE LICENSED TO PRACTICE.

My company, JSR Associates, billed more than $200 worth of services to the following companies (last billing in 2003): Plato Learning Company, Xontech, Inc., and Fordham University.

36. DO YOU INTEND TO PLACE YOUR FINANCIAL HOLDINGS AND THOSE OF YOUR SPOUSE AND DEPENDENT MEMBERS OF YOUR IMMEDIATE HOUSEHOLD IN A BLIND TRUST? IF YES, PLEASE FURNISH DETAILS. IF NO, DESCRIBE OTHER ARRANGEMENTS FOR AVOIDING ANY POTENTIAL CONFLICTS OF INTEREST

Not required.

37. IF APPLICABLE, ATTACH THE LAST THREE YEARS OF ANNUAL FINANCIAL DISCLOSURE FORMS YOU HAVE BEEN REQUIRED TO FILE WITH YOUR AGENCY, DEPARTMENT, OR BRANCH OF GOVERNMENT.

Attached

PART E - ETHICAL MATTERS

38. HAVE YOU EVER BEEN THE SUBJECT OF A DISCIPLINARY PROCEEDING OR CITED FOR A BREACH OF ETHICS OR UNPROFESSIONAL CONDUCT BY, OR BEEN THE SUBJECT OF A COMPLAINT TO, ANY COURT, ADMINISTRATIVE AGENCY, PROFESSIONAL ASSOCIATION, DISCIPLINARY COMMITTEE OR OTHER PROFESSIONAL GROUP? IF SO, PROVIDE DETAILS.

    No.

39. HAVE YOU EVER BEEN INVESTIGATED, HELD, ARRESTED, OR CHARGED BY ANY FEDERAL, STATE OR OTHER LAW ENFORCEMENT AUTHORITY FOR VIOLATION OF ANY FEDERAL STATE, COUNTY, OR MUNICIPAL LAW, REGULATION, OR ORDINANCE, OTHER THAN A MINOR TRAFFIC OFFENSE, OR NAMED AS A DEFENDANT OR OTHERWISE IN ANY INDICTMENT OR INFORMATION RELATING TO SUCH VIOLATION? IF SO, PROVIDE DETAILS.

    No.

40. HAVE YOU EVER BEEN CONVICTED OF OR ENTERED A PLEA OF GUILTY OR NOLO CONTENDERE TO ANY CRIMINAL VIOLATION OTHER THAN A MINOR TRAFFIC OFFENSE? IF SO, PROVIDE DETAILS.

    No

41. ARE YOU PRESENTLY OR HAVE YOU EVER BEEN A PARTY IN INTEREST IN ANY ADMINISTRATIVE AGENCY PROCEEDING OR CIVIL LITIGATION? IF SO, PLEASE PROVIDE DETAILS.

    Yes.

    A. The Presidential Commission on Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction and I, as Executive Director, have been sued in my official capacity for alleged violations of the Federal Advisory Committee Act in the conduct of the Commission's business. The Department of Justice is handling the issue.

    B. On or about November 6, 2002, NetSchools Corp (of which I was Chairman and CEO) and Plato Learning, Inc. was sued by The Canopy Group, Inc., in conjunction with the sale of NetSchools to Plato. The suit was filed in the Superior Court of the State of California for the County of Sacramento. Case No. 02AS06807 and named the seven NetSchools Board of Directors, including me, as defendants. The Canopy Group, Inc. had been an investor in an early fundraising round of NetSchools (a private start-up

company) and objected to the terms of the sale of the company. The suit was settled out of court for $25,000, rather than incur continuing legal fees.

42. HAVE YOU BEEN INTERVIEWED OR ASKED TO SUPPLY ANY INFORMATION AS A WITNESS OR OTHERWISE IN CONNECTION WITH ANY CONGRESSIONAL INVESTIGATION, FEDERAL OR STATE AGENCY PROCEEDING, GRAND JURY INVESTIGATION, OR CRIMINAL OR CIVIL LITIGATION IN THE PAST TEN YEARS? IF SO, PROVIDE DETAILS.

No.

43. HAS ANY BUSINESS OF WHICH YOU ARE OR WERE AN OFFICER, DIRECTOR OR PARTNER BEEN A PARTY TO ANY ADMINISTRATIVE AGENCY PROCEEDING OR CRIMINAL OR CIVIL LITIGATION RELEVANT TO THE POSITION TO WHICH YOU HAVE BEEN NOMINATED? IF SO, PROVIDE DETAILS. (WITH RESPECT TO A BUSINESS OF WHICH YOU ARE OR WERE AN OFFICER, YOU NEED ONLY CONSIDER PROCEEDINGS AND LITIGATION THAT OCCURRED WHILE YOU WERE AN OFFICER OF THAT BUSINESS.)

No.

PART F - SECURITY INFORMATION

44. HAVE YOU EVER BEEN DENIED ANY SECURITY CLEARANCE OR ACCESS TO CLASSIFIED INFORMATION FOR ANY REASON? IF YES, PLEASE EXPLAIN IN DETAIL.

    No.

45. HAVE YOU BEEN REQUIRED TO TAKE A POLYGRAPH EXAMINATION FOR ANY SECURITY CLEARANCE OR ACCESS TO CLASSIFIED INFORMATION? IF YES, PLEASE EXPLAIN.

    No.

46. HAVE YOU EVER REFUSED TO SUBMIT TO A POLYGRAPH EXAMINATION? IF YES, PLEASE EXPLAIN.

    No.

PART G - ADDITIONAL INFORMATION

47. DESCRIBE IN YOUR OWN WORDS THE CONCEPT OF CONGRESSIONAL OVERSIGHT OF U.S. INTELLIGENCE ACTIVITIES. IN PARTICULAR, CHARACTERIZE WHAT YOU BELIEVE TO BE THE OBLIGATIONS OF THE DIRECTOR OF NATIONAL INTELLIGENCE, THE DIRECTOR OF THE NATIONAL COUNTERTERRORISM CENTER, AND THE INTELLIGENCE COMMITTEES OF THE CONGRESS RESPECTIVELY IN THE OVERSIGHT PROCESS.

I believe Congress should provide the checks and balance to intelligence activities to ensure programs are properly managed, funds are appropriately spent and intelligence activities operate within the law. Equally important however, is the congressional role in supporting, assisting, and being an equal partner in the success of the counter terrorism mission. Ideally, the Executive Branch and the Legislative Branch should work hand-in-glove. In this regard and speaking specifically of the counter terrorism mission, I offer the following:

I would look to Congress to provide the reassurance that our activities are appropriate and properly managed. I would also envision Congressional support with the difficult challenges we face. The complexity of the war on terrorism has necessitated new approaches of which the creation of the NCTC is one example. Congress must also be willing to provide the infrastructure to support these new approaches, which I believe the IRTPA exemplifies. If confirmed, I would look to the Intelligence Oversight Committees as our primary portal to the Legislative Branch.

My understanding is that the DNI is obligated to keep Congress currently and completely informed. I expect the DNI will provide the overarching guidance as to how best this can be accomplished. If confirmed as Director of the NCTC, I would want the congressional oversight to operate as a true partner, each with our own unique yet unified responsibilities for the greater good of accomplishing the mission.

AFFIRMATION

I, __John Scott Redd_____, DO SWEAR THAT THE ANSWERS I HAVE PROVIDED TO THIS QUESTIONNAIRE ARE ACCURATE AND COMPLETE.

(Date) _____ (Name)

_____ (Notary)

TO THE CHAIRMAN, SELECT COMMITTEE ON INTELLIGENCE:

In connection with my nomination to be DIRECTOR, NCTC, I hereby express my willingness to respond to requests to appear and testify before any duly constituted committee of the Senate.

Signature

Date: 15, 2005

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5 C.F.R. Part 2634
U.S. Office of Government Ethics

Executive Branch Personnel PUBLIC FINANCIAL DISCLOSURE REPORT

Form Approved:
OMB No. 3209 - 0001

Date of Appointment, Candidacy, Election, or Nomination *(Month, Day, Year)*	Reporting Status (Check Appropriate Boxes)	Incumbent ☐	Calendar Year Covered by Report	New Entrant, Nominee, or Candidate ☒	Termination Filer ☐ / Termination Date *(If Applicable) (Month, Day, Year)*
Reporting Individual's Name	Last Name: Redd			First Name and Middle Initial: John S	
Position for Which Filing	Title of Position: Director			Department or Agency *(If Applicable)*: National Counter-Terrorism Center, Office of Director of National Intelligence	
Location of Present Office (or forwarding address)	Address *(Number, Street, City, State, and ZIP Code)*: NCTC, Room 2W148, Liberty Crossing Building, Washington, DC 20505			Telephone No. *(Include Area Code)*: 571-280-6202 (NCTC office)	
Position(s) Held with the Federal Government During the Preceding 12 Months *(If Not Same as Above)*	Title of Position(s) and Date(s) Held: Executive Director, Commission on Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction, Executive Office of the President (May 6, 2004-May 27, 2005)				
Presidential Nominees Subject to Senate Confirmation	Name of Congressional Committee Considering Nomination: Select Committee on Intelligence			Do You Intend to Create a Qualified Diversified Trust? ☐ Yes ☒ No	
Certification: I CERTIFY that the statements I have made on this form and all attached schedules are true, complete and correct to the best of my knowledge.	Signature of Reporting Individual: [signature]			Date *(Month, Day, Year)*: JUN 20, 2005	
Other Review (If desired by agency)	Signature of Other Reviewer			Date *(Month, Day, Year)*	
Agency Ethics Official's Opinion: On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments in the box below).	Signature of Designated Agency Ethics Official/Reviewing Official			Date *(Month, Day, Year)*	
Office of Government Ethics Use Only	Signature			Date *(Month, Day, Year)*	

Comments of Reviewing Officials *(If additional space is required, use the reverse side of this sheet)*

(Check box if filing extension granted & indicate number of days _____) ☐

(Check box if comments are continued on the reverse side) ☐

Fee for Late Filing
Any individual who is required to file this report and does so more than 30 days after the date the report is required to be filed, or, if an extension is granted, more than 30 days after the last day of the filing extension period, shall be subject to a $200 fee.

Reporting Periods
Incumbents: The reporting period is the preceding calendar year except Part II of Schedule C and Part I of Schedule D where you must also include the filing year up to the date you file. Part II of Schedule D is not applicable.

Termination Filers: The reporting period begins at the end of the period covered by your previous filing and ends at the date of termination. Part II of Schedule D is not applicable.

Nominees, New Entrants and Candidates for President and Vice President:

Schedule A--The reporting period for income (BLOCK C) is the preceding calendar year and the current calendar year up to the date of filing. Value assets as of any date you choose that is within 31 days of the date of filing.

Schedule B--Not applicable.

Schedule C, Part I (Liabilities)--The reporting period is the preceding calendar year and the current calendar year up to any date you choose that is within 31 days of the date of filing.

Schedule C, Part II (Agreements or Arrangements)--Show any agreements or arrangements as of the date of filing.

Schedule D--The reporting period is the preceding two calendar years and the current calendar year up to the date of filing.

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U.S. Office of Government Ethics

Reporting Individual's Name: Redd, John S

SCHEDULE A

Assets and Income — BLOCK A

For you, your spouse, and dependent children, report each asset held for investment or the production of income which had a fair market value exceeding $1,000 at the close of the reporting period, or which generated more than $200 in income during the reporting period, together with such income.

For yourself, also report the source and actual amount of earned income exceeding $200 (other than from the U.S. Government). For your spouse, report the source but not the amount of earned income of more than $1,000 (except report the actual amount of any honoraria over $200 of your spouse).

None ☐

Valuation of Assets at close of reporting period — BLOCK B

Income: type and amount. If "None (or less than $201)" is checked, no other entry is needed in Block C for that item. — BLOCK C

	Block A	Block B: None (or less than $1,001)	$1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Excepted Investment Fund	Excepted Trust	Qualified Trust	Block C Type: Dividends	Rent and Royalties	Interest	Capital Gains	Block C Amount: None (or less than $201)	$201 - $1,000	$1,001 - $2,500	$2,501 - $5,000	$5,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	Over $5,000,000	Other Income (Specify Type & Actual Amount)	Date (Mo., Day, Yr.) Only if Honoraria
Examples	Central Airlines Common				x												x						x										
	Doe Jones & Smith, Hometown, State			x																												Law Partnership Income $130,000	
	Kampstone Equity Fund					x								x										x									
	IRA: Heartland 500 Index Fund							x						x											x								
1	Real Estate Property (Residential half acre lot), Greensboro, GA - joint with spouse						X														X												
2	Simplied Employee Pension (SEP) IRA: USAA S&P 500 Index Fund, thru JSR Assoc. - self		X											X								X											
3	Traditional IRA: USAA Qualified Retirement Annuity - fixed - self		X														X					X											
4	Traditional IRA: USAA Qualified Retirement Annuity - fixed - spouse		X														X					X											
5	Simplified Employee Pension (SEP) IRA: USAA Income Fund, thru JSR Assoc. - spouse		X											X							X												
6	401K: American Funds, Amer. Mut. Fund (AMRMX), thru NetSchools/Plato Learning*-self		X											X								X											

* This category applies only if the asset/income is solely that of the filer's spouse or dependent children. If the asset/income is either that of the filer or jointly held by the filer with the spouse or dependent children, mark the other higher categories of value, as appropriate.

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5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: Redd, John S

SCHEDULE A continued
(Use only if needed)

Assets and Income — BLOCK A

Valuation of Assets at close of reporting period — BLOCK B

Income: type and amount. If "None (or less than $201)" is checked, no other entry is needed in Block C for that item. — BLOCK C

#	Assets and Income (Block A)	None (or less than $1,001)	$1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Excepted Investment Fund	Excepted Trust	Qualified Trust	Type: Dividends	Type: Rent and Royalties	Type: Interest	Type: Capital Gains	Amount: None (or less than $201)	$201 - $1,000	$1,001 - $2,500	$2,501 - $5,000	$5,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	Over $5,000,000	Other Income (Specify Type & Actual Amount)	Date (Mo., Day, Yr.) Only if Honoraria
1	401K: Franklin Capital Growth (FKREX) from NetSchools/Plato Learning - run by AMG*- self			X										X								X											
2	401K: Oppenheimer U. S. Govt. (OUSGX) from NetSchools/Plato Learning - run by AMG* - self		X											X								X											
3	Personal Savings Accounts (Navy FCU) - two joint accounts with spouse					X													X				X										
4	*NOTE: 401 K funds administered by American Mgt. Group, Arlington Heights, ILL 60004																																
5																																	
6																																	
7																																	
8																																	
9																																	

* This category applies only if the asset/income is solely that of the filer's spouse or dependent children. If the asset/income is either that of the filer or jointly held by the filer with the spouse or dependent children, mark the other higher categories of value, as appropriate.

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: Redd, John S

SCHEDULE C

Part I: Liabilities

Report liabilities over $10,000 owed to any one creditor at any time during the reporting period by you, your spouse, or dependent children. Check the highest amount owed during the reporting period. Exclude a mortgage on your personal residence unless it is rented out; loans secured by automobiles, household furniture or appliances; and liabilities owed to certain relatives listed in instructions. See instructions for revolving charge accounts.

None ☐

	Creditors (Name and Address)	Type of Liability	Date Incurred	Interest Rate	Term if applicable	Category of Amount or Value (x): $10,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000
Examples	First District Bank, Washington, DC	Mortgage on rental property, Delaware	1991	8%	25 yrs.			x								
	John Jones, 123 J St., Washington, DC	Promissory note	1999	10%	on demand					x						
1	Sea Island Bank, Statesboro, GA 30458	Mortgage on residential lot, Greensboro,GA	2004	ARM	5 yrs			X								
2																
3																
4																
5																

*This category applies only if the liability is solely that of the filer's spouse or dependent children. If the liability is that of the filer or a joint liability of the filer with the spouse or dependent children, mark the other higher categories, as appropriate.

Part II: Agreements or Arrangements

Report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment. See instructions regarding the reporting of negotiations for any of these arrangements or benefits.

None ☐

	Status and Terms of any Agreement or Arrangement	Parties	Date
Example	Pursuant to partnership agreement, will receive lump sum payment of capital account & partnership share calculated on service performed through 1/00.	Doe Jones & Smith, Hometown, State	7/85
1	Leave of Absence (no compensation)	JSR Associates, Inc., Kennesaw, GA	01/04
2	401K with NetSchools/Plato Learning: Funds left in investment account in AMG managed funds under my control.	American Management Group (AMG), Plato Learning	8/02
3			
4			
5			
6			

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SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name	SCHEDULE D	Page Number
Redd, John S		5 of 5

Part I: Positions Held Outside U.S. Government

Report any positions held during the applicable reporting period, whether compensated or not. Positions include but are not limited to those of an officer, director, trustee, general partner, proprietor, representative, employee, or consultant of any corporation, firm, partnership, or other business enterprise or any non-profit organization or educational institution. **Exclude** positions with religious, social, fraternal, or political entities and those solely of an honorary nature.

None ☐

	Organization (Name and Address)	Type of Organization	Position Held	From (Mo., Yr.)	To (Mo., Yr.)
Examples	Nat'l Assn. of Rock Collectors, NY, NY	Non-profit education	President	6/92	Present
	Doe Jones & Smith, Hometown, State	Law firm	Partner	7/85	1/00
1	JSR Associates, Inc. (Company dormant / no income since 2003)	Consulting (1120, non-S Corp)	Chairman of Board / President	08/2002	Present
2					
3					
4					
5					
6					

Part II: Compensation in Excess of $5,000 Paid by One Source

Report sources of more than $5,000 compensation received by you or your business affiliation for services provided directly by you during any one year of the reporting period. This includes the names of clients and customers of any corporation, firm, partnership, or other business enterprise, or any other non-profit organization when you directly provided the services generating a fee or payment of more than $5,000. You need not report the U.S. Government as a source.

Do not complete this part if you are an Incumbent, Termination Filer, or Vice Presidential or Presidential Candidate.

None ☐

	Source (Name and Address)	Brief Description of Duties
Examples	Doe Jones & Smith, Hometown, State	Legal services
	Metro University (client of Doe Jones & Smith), Moneytown, State	Legal services in connection with university construction
1	Plato Learning, Inc., Bloomington, MN	Consulting services - Public Education (K-12) (2003) (Through JSR Associates, Inc.)(Contract end 5/31/03)
2	Xontek, Inc., Los Angeles, CA	Consulting services - National Security/ Radar-Missile Defense (2003) (Through JSR Associates, Inc.)**
3		** (Xontek, Inc., contract ended 12/31/03)
4		
5		
6		

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JSR Associates, Inc.
1939 Shiloh Valley Trail NW
Kennesaw, GA 30144

June 20, 2005

John Scott Redd
President, JSR Associates
1939 Shiloh Valley Trail NW
Kennesaw, GA 30144

Dear Mr. Redd,

This is to confirm the agreement between JSR Associates and you, John Scott Redd, which places you on a leave of absence from JSR Associates, Inc. This continues the previous leave of absence agreements from January, 2004, for your government service in the Coalition Provisional Authority and from May, 2004, for your government service with the Commission on Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction. This leave of absence is in effect until the completion of prospective new government duties, including Director of the National Counter-Terrorism Center.

During the leave of absence, you will not receive any salary compensation. Nor will you be performing any duties for the company except, on a not-to-interfere basis, providing any required information pertaining to operations prior to your leave of absence and assistance in preparing corporate tax returns, if needed.

Donna Ford Redd
Donna Ford Redd
Vice President

Acknowledged:
John Scott Redd
6/20/2005

JSR Associates, Inc.
4435 Freeman Road
Marietta, GA 30062
(770) 993-7749

May 5, 2004

John Scott Redd
President, JSR Associates
4435 Freeman Road
Marietta, GA 30062

Dear Mr. Redd,

This is to confirm the agreement between JSR Associates and you, John Scott Redd, to extend the original leave of absence from JSR Associates, Inc., which was reached on Jan 20, 2004. Your leave of absence will continue in effect until the completion of your new government duties as Executive Director of the Commission on Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction.

During the leave of absence, you will not receive any salary compensation. Nor will you be performing any duties for the company except, on a not-to-interfere basis, providing any required information pertaining to prior operations. That would specifically include assistance in preparing corporate tax reporting, if required.

Donna Ford Redd
Donna Ford Redd
Vice President

Acknowledged:
John Scott Redd

JSR Associates, Inc.
4435 Freeman Road
Marietta, GA 30062
(770) 993-7749

January 20, 2004

John Scott Redd
President, JSR Associates
4435 Freeman Road
Marietta, GA 30062

Dear Mr. Redd,

This is to confirm the agreement between JSR Associates and you, John Scott Redd, which places you on a leave of absence from JSR Associates, Inc., commencing Jan 20, 2004. This leave of absence is in effect until the completion of your new government duties as Chief Operating Officer of the Coalition Provisional Authority.

During the leave of absence, you will not receive any salary compensation. Nor will you be performing any duties for the company except, on a not-to-interfere basis, providing any required information pertaining to operations prior to your leave of absence. That would specifically include assistance in preparing 2003 corporate taxes, if needed.

Donna Ford Redd
Donna Ford Redd
Vice President

Acknowledged:
John Scott Redd

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Executive Branch Personnel PUBLIC FINANCIAL DISCLOSURE REPORT

Form Approved:
OMB No. 3209 - 0001

Date of Appointment, Candidacy, Election, or Nomination *(Month, Day, Year)*	Reporting Status (Check Appropriate Boxes)	Incumbent ☐	Calendar Year Covered by Report	New Entrant, Nominee, or Candidate ☐	Termination Filer ☒ — Termination Date *(If Applicable)(Month, Day, Year)* 05/27/2005
Reporting Individual's Name	Last Name: Redd			First Name and Middle Initial: John S	
Position for Which Filing	Title of Position: Executive Director			Department or Agency *(If Applicable)*: Executive Office of the President, WMD Commission	
Location of Present Office (or forwarding address)	Address *(Number, Street, City, State, and ZIP Code)*: 2521 Jefferson-Davis Highway, Arlington, VA 22202			Telephone No. *(Include Area Code)*: 878-427-7900 (after office closes)	
Position(s) Held with the Federal Government During the Preceding 12 Months *(If Not Same as Above)*	Title of Position(s) and Date(s) Held				
Presidential Nominees Subject to Senate Confirmation	Name of Congressional Committee Considering Nomination: Not Applicable			Do You Intend to Create a Qualified Diversified Trust? ☐ Yes ☐ No	
Certification: I CERTIFY that the statements I have made on this form and all attached schedules are true, complete and correct to the best of my knowledge.	Signature of Reporting Individual: [signature]			Date *(Month, Day, Year)*: 06/01/2005	
Other Review (If desired by agency)	Signature of Other Reviewer			Date *(Month, Day, Year)*	
Agency Ethics Official's Opinion: On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments in the box below).	Signature of Designated Agency Ethics Official/Reviewing Official			Date *(Month, Day, Year)*	
Office of Government Ethics Use Only	Signature			Date *(Month, Day, Year)*	

Comments of Reviewing Officials *(If additional space is required, use the reverse side of this sheet)*

(Check box if filing extension granted & indicate number of days _____) ☐

(Check box if comments are continued on the reverse side) ☐

Fee for Late Filing
Any individual who is required to file this report and does so more than 30 days after the date the report is required to be filed, or, if an extension is granted, more than 30 days after the last day of the filing extension period, shall be subject to a $200 fee.

Reporting Periods
Incumbents: The reporting period is the preceding calendar year except Part II of Schedule C and Part I of Schedule D where you must also include the filing year up to the date you file. Part II of Schedule D is not applicable.

Termination Filers: The reporting period begins at the end of the period covered by your previous filing and ends at the date of termination. Part II of Schedule D is not applicable.

Nominees, New Entrants and Candidates for President and Vice President:

Schedule A--The reporting period for income (BLOCK C) is the preceding calendar year and the current calendar year up to the date of filing. Value assets as of any date you choose that is within 31 days of the date of filing.

Schedule B--Not applicable.

Schedule C, Part I (Liabilities)--The reporting period is the preceding calendar year and the current calendar year up to any date you choose that is within 31 days of the date of filing.

Schedule C, Part II (Agreements or Arrangements)--Show any agreements or arrangements as of the date of filing.

Schedule D--The reporting period is the preceding two calendar years and the current calendar year up to the date of filing.

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Reporting Individual's Name: Redd, John S

SCHEDULE A

Assets and Income — BLOCK A

For you, your spouse, and dependent children, report each asset held for investment or the production of income which had a fair market value exceeding $1,000 at the close of the reporting period, or which generated more than $200 in income during the reporting period, together with such income.

For yourself, also report the source and actual amount of earned income exceeding $200 (other than from the U.S. Government). For your spouse, report the source but not the amount of earned income of more than $1,000 (except report the actual amount of any honoraria over $200 of your spouse).

None ☐

Valuation of Assets at close of reporting period — BLOCK B

Income: type and amount. If "None (or less than $201)" is checked, no other entry is needed in Block C for that item. — BLOCK C

#	Asset	None (or less than $1,001)	$1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Excepted Investment Fund	Excepted Trust	Qualified Trust	Type: Dividends	Type: Rent and Royalties	Type: Interest	Type: Capital Gains	Amount: None (or less than $201)	$201 - $1,000	$1,001 - $2,500	$2,501 - $5,000	$5,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	Over $5,000,000	Other Income (Specify Type & Actual Amount)	Date (Mo., Day, Yr.) Only if Honoraria
Examples	Central Airlines Common				x												x						x										
	Doe Jones & Smith, Hometown, State			x																												Law Partnership Income $130,000	
	Kempstone Equity Fund					x								x										x									
	IRA: Heartland 500 Index Fund							x						x											x								
1	Real Estate Property (Lot), Greensboro, GA						X														X												
2	USAA S&P 500 Index Fund - SEP		X											X			X				X												
3	USAA Annuity #1 - IRA		X											X			X				X												
4	USAA Annuity #2 - IRA		X											X			X				X												
5	USAA Income Fund - SEP		X											X			X				X												
6	American Mutual Fund (AMRMX) - 401K		X											X			X				X												

* This category applies only if the asset/income is solely that of the filer's spouse or dependent children. If the asset/income is either that of the filer or jointly held by the filer with the spouse or dependent children, mark the other higher categories of value, as appropriate.

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: Redd, John S

SCHEDULE A continued
(Use only if needed)

Assets and Income — BLOCK A

Valuation of Assets at close of reporting period — BLOCK B

Income: type and amount. If "None (or less than $201)" is checked, no other entry is needed in Block C for that item. — BLOCK C

#	Assets and Income (BLOCK A)	None (or less than $1,001)	$1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Excepted Investment Fund	Excepted Trust	Qualified Trust	Type: Dividends	Type: Rent and Royalties	Type: Interest	Type: Capital Gains	Amount: None (or less than $201)	$201 - $1,000	$1,001 - $2,500	$2,501 - $5,000	$5,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	Over $5,000,000	Other Income (Specify Type & Actual Amount)	Date (Mo., Day, Yr.) Only if Honoraria
1	Franklin Capital Growth (FKREX) - 401K			X										X			X					X											
2	Oppenheimer U. S. Govt. (OUSGX) - 401K		X											X			X					X											
3	Personal Savings Account (Navy FCU)					X													X				X										
4																																	
5																																	
6																																	
7																																	
8																																	
9																																	

* This category applies only if the asset/income is solely that of the filer's spouse or dependent children. If the asset/income is either that of the filer or jointly held by the filer with the spouse or dependent children, mark the other higher categories of value, as appropriate.

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Do not complete Schedule B if you are a new entrant, nominee, or Vice Presidential or Presidential Candidate

Reporting Individual's Name: Redd, John S

SCHEDULE B

Part I: Transactions

Report any purchase, sale, or exchange by you, your spouse, or dependent children during the reporting period of any real property, stocks, bonds, commodity futures, and other securities when the amount of the transaction exceeded $1,000. Include transactions that resulted in a loss.

Do not report a transaction involving property used solely as your personal residence, or a transaction solely between you, your spouse, or dependent child. Check the "Certificate of divestiture" block to indicate sales made pursuant to a certificate of divestiture from OGE.

None ☒

	Identification of Assets	Transaction Type (x): Purchase	Sale	Exchange	Date (Mo., Day, Yr.)	Amount of Transaction (x): $1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	$1,000,001 - $5,000,000*	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Certificate of divestiture
Example	Central Airlines Common	x			2/1/99			x								
1	NONE															
2																
3																
4																
5																

*This category applies only if the underlying asset is solely that of the filer's spouse or dependent children. If the underlying asset is either held by the filer or jointly held by the filer with the spouse or dependent children, use the other higher categories of value, as appropriate.

Part II: Gifts, Reimbursements, and Travel Expenses

For you, your spouse and dependent children, report the source, a brief description, and the value of: (1) gifts (such as tangible items, transportation, lodging, food, or entertainment) received from one source totaling more than $260, and (2) travel-related cash reimbursements received from one source totaling more than $260. For conflicts analysis, it is helpful to indicate a basis for receipt, such as personal friend, agency approval under 5 U.S.C. § 4111 or other statutory authority, etc. For travel-related gifts and reimbursements, include travel itinerary, dates, and the nature of expenses provided. Exclude anything given to you by the U.S. Government; given to your agency in connection with official travel; received from relatives; received by your spouse or dependent child totally independent of their relationship to you; or provided as personal hospitality at the donor's residence. Also, for purposes of aggregating gifts to determine the total value from one source, exclude items worth $104 or less. See instructions for other exclusions.

None ☐

	Source (Name and Address)	Brief Description	Value
Examples	Nat'l Assn. of Rock Collectors, NY, NY	Airline ticket, hotel room & meals incident to national conference 6/15/99 (personal activity unrelated to duty)	$500
	Frank Jones, San Francisco, CA	Leather briefcase (personal friend)	$300
1	Reformed Theological Seminary, Jackson, MS	hotel room and meals incident to external advisory board meeting 1/14-15/2005 held in Bonita Bay, FL	$400
2			
3			
4			
5			

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SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: Redd, John S

SCHEDULE C

Part I: Liabilities

Report liabilities over $10,000 owed to any one creditor at any time during the reporting period by you, your spouse, or dependent children. Check the highest amount owed during the reporting period. Exclude a mortgage on your personal residence unless it is rented out; loans secured by automobiles, household furniture or appliances; and liabilities owed to certain relatives listed in instructions. See instructions for revolving charge accounts.

None ☐

	Creditors (Name and Address)	Type of Liability	Date Incurred	Interest Rate	Term if applicable	Category of Amount or Value (x): $10,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000
Examples	First District Bank, Washington, DC	Mortgage on rental property, Delaware	1991	8%	25 yrs.			x								
	John Jones, 123 JSt., Washington, DC	Promissory note	1999	10%	on demand					x						
1	Real Estate Property (Lot), Greensboro, GA	Mortgage (ARM)	2004	~5%	3 yrs			X								
2																
3																
4																
5																

*This category applies only if the liability is solely that of the filer's spouse or dependent children. If the liability is that of the filer or a joint liability of the filer with the spouse or dependent children, mark the other higher categories, as appropriate.

Part II: Agreements or Arrangements

Report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment. See instructions regarding the reporting of negotiations for any of these arrangements or benefits.

None ☐

	Status and Terms of any Agreement or Arrangement	Parties	Date
Example	Pursuant to partnership agreement, will receive lump sum payment of capital account & partnership share calculated on service performed through 1/00.	Doe Jones & Smith, Hometown, State	7/85
1	Leave of Absence (no compensation)	JSR Associates	05/04
2			
3			
4			
5			
6			

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SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name	SCHEDULE D	Page Number
Redd, John S		6 of 6

Part I: Positions Held Outside U.S. Government

Report any positions held during the applicable reporting period, whether compensated or not. Positions include but are not limited to those of an officer, director, trustee, general partner, proprietor, representative, employee, or consultant of any corporation, firm, partnership, or other business enterprise or any non-profit organization or educational institution. **Exclude** positions with religious, social, fraternal, or political entities and those solely of an honorary nature.

None ☐

	Organization *(Name and Address)*	Type of Organization	Position Held	From *(Mo., Yr.)*	To *(Mo., Yr.)*
Examples	Nat'l Assn. of Rock Collectors, NY, NY	Non-profit education	President	6/92	Present
	Doe Jones & Smith, Hometown, State	Law firm	Partner	7/85	1/00
1	JSR Associates, Inc.	Consulting	President (see above)	06/2002	Present
2					
3					
4					
5					
6					

Part II: Compensation in Excess of $5,000 Paid by One Source

Report sources of more than $5,000 compensation received by you or your business affiliation for services provided directly by you during any one year of the reporting period. This includes the names of clients and customers of any corporation, firm, partnership, or other business enterprise, or any other non-profit organization when you directly provided the services generating a fee or payment of more than $5,000. You need not report the U.S. Government as a source.

Do not complete this part if you are an Incumbent, Termination Filer, or Vice Presidential or Presidential Candidate.

None ☒

	Source *(Name and Address)*	Brief Description of Duties
Examples	Doe Jones & Smith, Hometown, State	Legal services
	Metro University (client of Doe Jones & Smith), Moneytown, State	Legal services in connection with university construction
1		
2		
3		
4		
5		
6		

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OGE Form 450, 5 CFR Part 2634, Subpart I
U.S. Office of Government Ethics (9/02)
(Replaces 4/99 edition)

Form Approved:
OMB No. 3209-0006

Executive Branch CONFIDENTIAL FINANCIAL DISCLOSURE REPORT

Employee's Name (Last, first, middle initial)	Position/Title	Grade	Reporting Status:
Redd John S	Executive Director	AD	☐ New entrant ☒ Annual
Agency	**Branch/Unit and Address**	**Work Phone**	**If New Entrant, Date of Appointment**
Executive Office of the President	Commission on Intelligence Cap. of the U.S. regarding WMD	703 414-1230	

Check box if special Government employee (SGE) ☐ — If an SGE, Home Address (Number, Street, City, State and ZIP Code)

I certify that the statements I have made on this form and all attached statements are true, complete, and correct to the best of my knowledge. — Signature of Employee: [signature] — Date: 12/28/2004

Date Received by Agency	*On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (except as noted in "comments" box below).*	Signature and Title of Supervisor/Other Intermediate Reviewer (*if agency requires*)	Date

Signature of Agency's Final Reviewing Official and Title	Date	Comments of Reviewing Officials
		(Check box if continued on reverse) ☐

Part I: Assets and Income

None ☐

Identify for you, your spouse, and dependent children: 1) assets with a fair market value greater than $1,000 at the close of the reporting period or producing income over $200; and 2) sources of earned income such as salaries, fees, honoraria (other than U.S. Government salary or retirement benefits, such as the Thrift Savings Plan) which generated over $200 in income during the reporting period. Earned income sources of your spouse must be reported if greater than $1,000 (greater than $200 for honoraria). No earned income needs to be reported for dependent children.

Assets include (but are not limited to): stocks, bonds, tax shelters, real estate, mutual funds, pensions, annuities, IRAs, trusts, commodity futures, trades and businesses, and partnership interests.

Exclude your personal residence, unless you rent it out, and deposit accounts in financial institutions. See instructions for additional exclusions.

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	Assets and Income Sources (*Identify specific employer, business, stock, bond, mutual fund, type/location of real estate, etc.*)	(X) if no longer held	Nature of Income over $200 (*Rent, interest, dividends, capital gains, salary, etc.*)	Date (*Only for honoraria*)
Examples	Rental Condo, Anchorage, Alaska		Rent	
	Dee, Jones & Smith, Hometown, USA	X	Salary	
	(S) Alexandria Medical Clinic, Alexandria, VA		Salary	
	Franklin Equity Mutual Fund		Dividends/Capital Gains	
1	Real Estate Property (Lot), Greensboro, GA		none	
2	USAA S&P 500 Index Fund - SEP		Dividends/Capital Gains	
3	USAA Annuity #1 - IRA		Dividends/Capital Gains	
4	USAA Annuity #2 - IRA		Dividends/Capital Gains	
5	USAA Income Fund - SEP		Dividends/Capital Gains	
6	American Mutual Fund (AMRMX) - 401K		Dividends/Capital Gains	
7	Franklin Capital Growth (FKREX) - 401K		Dividends/Capital Gains	
8	Oppenheimer U.S. Govt. (OUSGX) - 401K		Dividends/Capital Gains	
9				
10				

OGE Form 450, 5 CFR Part 2634, Subpart I
U.S. Office of Government Ethics (9/02)
(Replaces 4/99 edition)

Employee's Name (Last, first, middle initial)			Work Phone
Redd	John	S	703 414-1230

Part II: Liabilities

None ☐

Report for you, your spouse, and dependent children, liabilities over $10,000 owed at any time during the reporting period (over $10,000 at the end of the period if revolving charge accounts). Exclude a mortgage on your personal residence unless it is rented out; loans for autos, household furniture or appliances; and liabilities owed to certain family members (see instructions).

Creditors (Name and address)		Type of Liability (Mortgage, promissory note, etc.)
Example	First Alaska Bank, Anchurage, Alaska	Mortgage on rental property in Anchorage, AK
1	Real Estate Property (Lot), Greensboro, GA	Mortgage
2		
3		

Part III: Outside Positions

None ☐

Report any positions, whether or not compensated, which you held outside the U.S. Government during the reporting period. Positions include (but are not limited to) an employee, officer, director, trustee, general partner, proprietor, representative, executor, or consultant for a business, non-profit or labor organization, or educational institution. Exclude positions with religious, social, fraternal, or political entities or those solely of an honorary nature. You need not report any positions of your spouse or dependent children.

Organization (Name and address)		Type of Organization	Position	(X) If no longer held
Example	Dee, Jones & Smith, Hometown, USA	Law Firm	Associate	X
1	JSR Associates, Inc.	Consulting	President (see next)	
2	Georgia Tech. Research Institute	Non-Profit, Research	Member, Ext. Adv. Bd.	X
3	Georgia Military Affairs Coordinating Committee	Non-Profit, State	Board of Dir.	X
4				

Part IV: Agreements or Arrangements

None ☐

Report your agreements or arrangements for current or future employment, leaves of absence, continuation of payment by a former employer (including severance payments), or continuing participation in an employee benefit plan. You need not report agreements or arrangements of your spouse or dependent children.

Terms of Any Agreement or Arrangement		Parties	Date
Example	Will receive retained pension benefits (independently managed, fully funded, defined contribution plan)	Dee, Jones & Smith, Hometown, USA	2/99
1	Leave of Absence (no compensation)	JSR Associates, Inc.	05/04
2			
3			

Part V: Gifts and Travel Reimbursements

Do not complete this part if you are a new entrant or special Government employee.

None ☒

Report for you, your spouse, and dependent children, gifts or travel reimbursements you have received from one source totaling more than $285. Exclude anything valued at $114 or less; anything received by your spouse or dependent child totally independent of their relationship to you; anything from a relative or from the U.S. Government; anything given to your agency in connection with your official travel; and food, lodging, or entertainment received as personal hospitality at the donor's residence or premises.

Source		Description (For travel-related items, include itinerary)	Date
Example	Dee, Jones & Smith, Hometown, USA	Leather briefcase as a departing gift	2/99
1			
2			
3			
4			

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Executive Branch Personnel PUBLIC FINANCIAL DISCLOSURE REPORT

Form Approved:
OMB No. 3209 - 0001

Date of Appointment, Candidacy, Election, or Nomination *(Month, Day, Year)*	Reporting Status (Check Appropriate Boxes)	Incumbent ☐	Calendar Year Covered by Report	New Entrant, Nominee, or Candidate ☒	Termination Filer ☐ Termination Date *(If Applicable) (Month, Day, Year)*
Reporting Individual's Name	Last Name: REDD			First Name and Middle Initial: JOHN S.	
Position for Which Filing	Title of Position: CHIEF OPERATING OFFICER			Department or Agency *(If Applicable)*: COALITION PROVISIONAL AUTHORITY	
Location of Present Office (or forwarding address)	Address *(Number, Street, City, State, and ZIP Code)*: 4435 FREEMAN RD., MARIETTA, GA 30062			Telephone No. *(Include Area Code)*: 770-993-7749	
Position(s) Held with the Federal Government During the Preceding 12 Months *(If Not Same as Above)*	Title of Position(s) and Date(s) Held: NONE (RETIRED VICE ADMIRAL, U.S. NAVY)				
Presidential Nominees Subject to Senate Confirmation	Name of Congressional Committee Considering Nomination: Not Applicable			Do You Intend to Create a Qualified Diversified Trust? ☐ Yes ☒ No	
Certification: I CERTIFY that the statements I have made on this form and all attached schedules are true, complete and correct to the best of my knowledge.	Signature of Reporting Individual			Date *(Month, Day, Year)*: JAN. 14, 2004	
Other Review (If desired by agency)	Signature of Other Reviewer			Date *(Month, Day, Year)*	
Agency Ethics Official's Opinion: On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments in the box below).	Signature of Designated Agency Ethics Official/Reviewing Official			Date *(Month, Day, Year)*	
Office of Government Ethics Use Only	Signature			Date *(Month, Day, Year)*	

Comments of Reviewing Officials *(If additional space is required, use the reverse side of this sheet)*

(Check box if filing extension granted & indicate number of days .....) ☐

(Check box if comments are continued on the reverse side) ☐

Fee for Late Filing
Any individual who is required to file this report and does so more than 30 days after the date the report is required to be filed, or, if an extension is granted, more than 30 days after the last day of the filing extension period, shall be subject to a $200 fee.

Reporting Periods
Incumbents: The reporting period is the preceding calendar year except Part II of Schedule C and Part I of Schedule D where you must also include the filing year up to the date you file. Part II of Schedule D is not applicable.

Termination Filers: The reporting period begins at the end of the period covered by your previous filing and ends at the date of termination. Part II of Schedule D is not applicable.

Nominees, New Entrants and Candidates for President and Vice President:

Schedule A--The reporting period for income (BLOCK C) is the preceding calendar year and the current calendar year up to the date of filing. Value assets as of any date you choose that is within 31 days of the date of filing.

Schedule B--Not applicable.

Schedule C, Part I (Liabilities)--The reporting period is the preceding calendar year and the current calendar year up to any date you choose that is within 31 days of the date of filing.

Schedule C, Part II (Agreements or Arrangements)--Show any agreements or arrangements as of the date of filing.

Schedule D--The reporting period is the preceding two calendar years and the current calendar year up to the date of filing.

Agency Use Only

OGE Use Only

278 (Rev. 03/2000)
C.F.R. Part 2634
S. Office of Government Ethics

Reporting Individual's Name: REDD, JOHN S.

SCHEDULE A

Assets and Income — BLOCK A

For you, your spouse, and dependent children, report each asset held for investment or the production of income which had a fair market value exceeding $1,000 at the close of the reporting period, or which generated more than $200 in income during the reporting period, together with such income.

For yourself, also report the source and actual amount of earned income exceeding $200 (other than from the U.S. Government). For your spouse, report the source but not the amount of earned income of more than $1,000 (except report the actual amount of any honoraria over $200 of your spouse).

None ☐

Valuation of Assets at close of reporting period — BLOCK B

Income: type and amount. If "None (or less than $201)" is checked, no other entry is needed in Block C for that item. — BLOCK C

	Block A	None (or less than $1,001)	$1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Excepted Investment Fund	Excepted Trust	Qualified Trust	Type: Dividends	Type: Rent and Royalties	Type: Interest	Type: Capital Gains	Amount: None (or less than $201)	$201 - $1,000	$1,001 - $2,500	$2,501 - $5,000	$5,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	Over $5,000,000	Other Income (Specify Type & Actual Amount)	Date (Mo., Day, Yr.) Only if Honoraria
Examples	Central Airlines Common				x												x						x										
	Doe Jones & Smith, Hometown, State			x																												Law Partnership Income $130,000	
	Kempstone Equity Fund					x								x										x									
	IRA: Heartland 300 Index Fund							x						x											x								
1	NAVY FEDERAL CREDIT UNION (NFCU) CHECKING ACCT		X																X		X												
2	NFCU SAVINGS ACCT #1			X															X			X											
3	NFCU SAVINGS ACCT #2			X															X			X											
4	AMERICAN MUTUAL FUND (AMRMX) - 401K		X											X			X				X												
5	FRANKLIN CAPITAL GROWTH (FKREX) - 401K			X										X			X				X												
6	OPPENHEIMER US GOVT (OUSGX) - 401K		X											X			X				X												

* This category applies only if the asset/income is solely that of the filer's spouse or dependant children. If the asset/income is either that of the filer or jointly held by the filer with the spouse or dependent children, mark the other higher categories of value, as appropriate.

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: REDD, JOHN S

SCHEDULE A continued
(Use only if needed)

Assets and Income — BLOCK A

Valuation of Assets at close of reporting period — BLOCK B

Income: type and amount. If "None (or less than $201)" is checked, no other entry is needed in Block C for that item. — BLOCK C

#	Assets and Income (Block A)	None (or less than $1,001)	$1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Excepted Investment Fund	Excepted Trust	Qualified Trust	Type: Dividends	Type: Rent and Royalties	Type: Interest	Type: Capital Gains	Amount: None (or less than $201)	$201 - $1,000	$1,001 - $2,500	$2,501 - $5,000	$5,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	Over $5,000,000	Other Income (Specify Type & Actual Amount)	Date (Mo., Day, Yr.) Only if Honoraria
1	USAA S&P 500 INDEX FUND - SEP		X											X			X				X												
2	USAA - IRA ANNUITY #1		X											X					X		X												
3	USAA ANNUITY #2 - IRA		X											X					X		X												
4	USAA INCOME FUND-SEP		X											X			X				X												
5	JSR ASSOCIATES, INC. (SELF) STOCK ASSET & COMPENSATION	X																							X								
6	JSR ASSOCIATES, INC. (SPOUSE) STOCK ASSET & COMPENSATION	X																						X									
7	GEORGIA TECH RESEARCH INSTITUTE ~~STOCK ASSET & COMPENSATION~~																					X											4/15/2003
8																																	
9																																	

* This category applies only if the asset/income is solely that of the filer's spouse or dependent children. If the asset/income is either that of the filer or jointly held by the filer with the spouse or dependent children, mark the other higher categories of value, as appropriate.

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OGE Form 278 (Rev. 04/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: REDD, JOHN S.

SCHEDULE C

Page Number 4 of 5

Part I: Liabilities

Report liabilities over $10,000 owed to any one creditor at any time during the reporting period by you, your spouse, or dependent children. Check the highest amount owed during the reporting period. Exclude a mortgage on your personal residence unless it is rented out; loans secured by automobiles, household furniture or appliances; and liabilities owed to certain relatives listed in instructions. See instructions for revolving charge accounts.

None ☒

	Creditors (Name and Address)	Type of Liability	Date Incurred	Interest Rate	Term if applicable	Category of Amount or Value (x): $10,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000
Examples	First District Bank, Washington, DC	Mortgage on rental property, Delaware	1991	8%	25 yrs.			X								
	John Jones, 123 J St., Washington, DC	Promissory note	1999	10%	on demand					X						
1	NONE															
2																
3																
4																
5																

*This category applies only if the liability is solely that of the filer's spouse or dependent children. If the liability is that of the filer or a joint liability of the filer with the spouse or dependent children, mark the other higher categories, as appropriate.

Part II: Agreements or Arrangements

Report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment. See instructions regarding the reporting of negotiations for any of these arrangements or benefits.

None ☐

	Status and Terms of any Agreement or Arrangement	Parties	Date
Example	Pursuant to partnership agreement, will receive lump sum payment of capital account & partnership share calculated on service performed through 1/00.	Don Jones & Smith, Hometown, State	7/88
1	LEAVE OF ABSENCE FROM JSR ASSOCIATES DURING GOVT. SERVICE	MYSELF AND JSR ASSOCIATES, INC.	1/04
2			
3			
4			
5			
6			

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5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: REDD, JOHN S.

SCHEDULE D

Page Number: 5 of 5

Part I: Positions Held Outside U.S. Government

Report any positions held during the applicable reporting period, whether compensated or not. Positions include but are not limited to those of an officer, director, trustee, general partner, proprietor, representative, employee, or consultant of any corporation, firm, partnership, or other business enterprise or any non-profit organization or educational institution. **Exclude** positions with religious, social, fraternal, or political entities and those solely of an honorary nature.

None ☐

	Organization (Name and Address)	Type of Organization	Position Held	From (Mo., Yr.)	To (Mo., Yr.)
Examples	Nat'l Assn. of Rock Collectors, NY, NY	Non-profit education	President	6/92	Present
	Doe Jones & Smith, Hometown, State	Law firm	Partner	7/85	1/00
1	JSR ASSOCIATES, INC., MARIETTA, GA	CONSULTING - PRIMARILY IN EDUCATION	PRESIDENT	5/02	PRESENT
2	GEORGIA TECH RESEARCH INSTITUTE, ATLANTA, GA	NON-PROFIT RESEARCH	MEMBER, EXTERNAL ADVISORY BOARD	6/00	PRESENT
3	GEORGIA MILITARY AFFAIRS COORDINATING COMMITTEE, ATLANTA, GA	NON-PROFIT, STATE GOVT.	MEMBER, BOARD OF DIRECTORS	8/03	1/04
4					
5					
6					

Part II: Compensation in Excess of $5,000 Paid by One Source

Report sources of more than $5,000 compensation received by you or your business affiliation for services provided directly by you during any one year of the reporting period. This includes the names of clients and customers of any corporation, firm, partnership, or other business enterprise, or any other non-profit organization when you directly provided the services generating a fee or payment of more than $5,000. You need not report the U.S. Government as a source.

Do not complete this part if you are an Incumbent, Termination Filer, or Vice Presidential or Presidential Candidate.

None ☐

	Source (Name and Address)	Brief Description of Duties
Examples	Doe Jones & Smith, Hometown, State	Legal services
	Metro University (client of Doe Jones & Smith), Moneytown, State	Legal services in connection with university construction
1	PLATO LEARNING, INC., BLOOMINGTON, MN.	CONSULTING SERVICES. CONTRACT ENDED 5/31/03
2	XONTECH CORP., LOS ANGELES, CA	CONSULTING SERVICES. LAST CONTACT 5/03. CONTRACT ENDED 12/31/03
3		
4		
5		
6		

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"VECTOR"
VADM John Scott Redd
12 July 2003
Address to National High School Principals Meeting
Fordham University, NY, NY

Good morning.
(Intro Comments)
- Honor to be here at Fordham. I note the Fordham web page carries the tag line: "New York City's Jesuit College." I have a lot of respect for Jesuit Schools. Several of the top officers I worked with in the Navy were products of Jesuit schools. Closer to home, my youngest son graduated from Gonzaga High School in Washington, D. C. It was better than boot camp. They kept him too busy to get into trouble and when he went to college – at Georgia Tech in Computer Science – he was well prepared, both in subject matter and in work ethic.

- It is a genuine privilege to be with you. In the military there's a certain fellowship among people serving in leadership on the front lines. And each of you is right there on the front lines, on the "tip of the spear" as we say in a profession which has as much to do with America's National Security, in the broadest sense, as do tanks, airplanes and ships. More on that later.

- So why should you pay any attention to some old retired military guy? Don't pretend to be an expert in your field, but not unfamiliar with your challenges. Turns out there are lots of similarities between military and education . . .

First: We spend most of our time preparing young people to accomplish a mission

Second: Everyone is an expert in your field. They've all been to school and they know how it should be done. Just ask them. We call those people armchair generals and admirals. . . often embedded in TV studios.

Third: You didn't go into the profession expecting to get rich. Trust me, you won't be disappointed in a financial sense. But you will be rich in satisfaction

Fourth: You spend a lot of time cleaning up for parents and the culture.

And finally: You joined the profession because you felt a higher call. . . you wanted to make a difference, to leave the world a better place.

--- (Survey of people looking back: 3 things they wished they'd done differently: 1. Reflect more 2. Take more risks 3. Do more things which would last after they're gone. You've got #3 covered.)

- Beyond that, I have a personal interest in education. Taught for two years. Wife, Donna, who's here was a school teacher for much of her life following college. When retired, took over as Chairman and CEO of NetSchools, high tech startup in education technology. Been to my share of AASA's, NSBA's, FETC's etc. More on that later.

- Honored to set the stage for your week. As the name of the institute implies, I'm going to talk to you about leadership. But before I do that, let's step back and look at education from the National Level.

You'll forgive me, but that was my job for much of my professional life. My last job in the Pentagon was as the Director of Strategic Plans and Strategic Policy. One of my tasks was to develop the National Military Strategy. That was the document upon which the Defense Budget rested – how to some $1.5 Trillion dollars over six years. So you can see I think there's value in a top down approach.

So given that, let's have a little interaction to get the blood stirred up.

Where <u>does</u> education fit in our national priorities? Given all the things our national leaders have to worry about – Defense, Terrorism, Welfare, Law enforcement, the Economy, Retirement and Social Security, Medicare, Prescription drugs, Technology policy, Space exploration, and a bunch of others – where does Education fit?

-- Let's have a show of hands. How many of you would put education in the top 10 national issues? (OK, that was check to see who wasn't awake) How about the top 5? Top 3? Top 2? How many of you would say Education is the <u>number one</u> challenge facing the country?

-- You're close. Perhaps one of the more telling assessments was the Hart / Rudman Commission. The bi-partisan panel was commissioned by Former President Clinton and Former Speaker Gingrich to identify the top strategic threats facing the US over the next 25 years. The results, which came out about four months before 9/11, were prescient. The #1 threat to the US was identified as a terrorist attack using weapons of mass destruction. Guess what #2 was. The panel found that the #2 threat to U.S. National Security was in the area of education, specifically the decline of math and science education! As I said in the beginning, you're all in the national security business.

Now lets get a little closer to home and ask some harder questions.

-- First, how would you – as educators - rate K-12 education overall in the US?

Given the obvious importance, how are we doing.

--We're going to take an informal poll: Pick a letter grade A – F. How would you grade K-12 education nationwide in accomplishing it's primary mission of educating the country's children and preparing them for life? This is not a PR question, and it's obviously not scientific, but an honest heuristic assessment (that's "gut call" in the Navy) that stays in the room. Not just your school or district, but nationwide. So be brutally honest. Show of hands. Starting with A? B? C? D? F?

-- OK. Now let's deal with a similar poll on a slightly different tack. What do you think the average citizen would assign as a grade to K-12 education nationwide? I.e. what's the public perception of K-12 Education in accomplishing its primary mission? A? B? C? D? F?

-- No right answer. One recent poll: C. Now to be clear, I'm one of those who believes in substance over style, and function over form. Perception is not reality. But as a friend counseled me long ago when beginning my first Pentagon tour... "You don't understand, Scott. Inside the beltway, form is function and style is substance. It's not just in Hollywood." Regrettably there's an element of truth in that for all of us, wherever we work. We have to deal with perception as well as reality. But I'm a firm believer that if you do the right thing and get good results, eventually the truth will out.

- In any event, the Strategic Take Away is a blinding flash of the obvious: K-12 Education is perceived almost universally as having room to improve. And that's a best case assessment.

- Now, that's a heck of a way to start your week. What a downer! But the point is, you're here presumably because you care about your profession and want to make it better. You've dedicated your lives to serving your communities and you want to be successful and see your students be successful.

- So, what's the cure? More money? Vouchers? Higher salaries? School choice? Better teachers? Charter Schools? Testing to standards? Technology? Smaller classroom size? More parental involvement? (I like those last three).

- We could spend the rest of the week discussing those. Hopefully we'd generate more light than heat. But the fact is there's not going to be complete agreement. Moreover, many if not most of the proposed solutions are beyond your ability to decide, at least on a national basis. And you will spend much of the week learning and exchanging ideas on what works and what doesn't.

- But, there are two things on which I think all sides of the debate can agree on. First, there's room for improvement. Second, whatever your preferred approach, there's one commodity which all agree will be necessary. . . and that's LEADERSHIP.

- And that's you. You've done lots of things in your career, but fundamentally, you're in the leadership business ... Intellect and skill are important ... In your profession, they are almost prerequisites ... Clearly, all of you have potential for continuing success, or you wouldn't be here ... But how successful you are depends fundamentally on how well you master the art and science of leadership.

So, let's talk about leadership.

First of all, what is leadership? There are lots of definitions, but let me make one critical distinction about what leadership is NOT. Leadership is not management. Management is not leadership. Management is important, but it's something else. It's using the resources you have efficiently and effectively. Leadership is, to me, something else. It's fundamentally about inspiration. Leadership is about taking a group of disparate people, lifting them above their own selfish interests and making them into a self-LESS team to accomplish a worthy goal.

There is a tendency to think of leadership primarily as an art form ... We speak of a person's leadership style ... Indeed, I find many young people tend to think of leadership as largely a matter of style. And, it's an understandable misconception. The media – the press, TV and movies – seem to equate great leadership with flamboyance and ego.

But remember, for every flamboyant leader struggling to get his or her face on the front page, there are a hundred quiet, capable, effective leaders who do not seek the spotlight for the sake of its publicity value. That's true in the military as well. Several years ago I had the opportunity to speak to the latest group of newly promoted general and flag officers. It may surprise you to learn that, as a group, the majority of all admirals and generals are not George C. Scott clones... in fact, the majority fall more toward the introvert end of the personality spectrum ...

That doesn't mean that your leadership style isn't important, but let me make two points ... First, don't try to be someone you're not ... God gave you a personality ... Fit your leadership style into it ... If you try to do otherwise, you'll be spotted as a fake in a moment.

Second, don't confuse style with substance ... There are, I would submit, a basic set of principles which apply to leadership—whatever your style ... These form the "science" of leadership ... Whether you've studied them formally or not, you've seen them in action during your careers ... This morning, I want to give you a personal view of leadership principles—and I hope to do it in a format which you will remember and which will be of some use to you beyond the noon meal.

Note I said personal ... understand that this is dangerous stuff ... Just as in education, almost everyone fancies himself or herself an expert on leadership ... Certainly every general and admiral does! ... But let me be clear, I'm not here to talk about some dramatic new secrets which will make you a successful leader in three easy steps, the stuff of the "self-improvement" pop culture ... To do that would be both arrogant and wrong. Instead, I subscribe to Solomon's view, expressed in Ecclesiastes: "There's nothing new under the sun" ... At the same time, however, as Churchill noted, "Most of us need not so much to be informed as to be reminded" ... My intent this morning is simply to remind you—to give you a brief synopsis of what I believe to be the essential, timeless, and proven principles of an effective leader ... The articulation is certainly not written in stone ... In my case, they have evolved over almost 40 years of leadership experience ... Not everyone here will agree with them or have the same emphasis ... But I've found they work for me and for many others ...

The challenge, of course, is to put the principles in a framework that you can remember past the door of the auditorium ... To help us in that, I've chosen a tried and true military remedy... an acronym ... The acronym I have chosen—which hopefully has some relationship to the subject—is VECTOR—the mathematical symbol which indicates direction and strength. That should be easy to remember... that's what leaders do... Set the direction for their organization and move it forcefully in that direction.

- The six principles which it stands for are vision, excellence, character, teamwork, organization and respect.

- Let me walk you through the outline. Then we'll take a break, come back and dig into them with a few comments and your questions. In that light, please hold your questions until the second half.

Vision

Vision is the inspiration which motivates us ... it's the wind beneath the wings of an organization which lifts people out of selfish ambition to selfless sacrifice. . . it's what gives a sense of purpose to our work and sacrifice at the end of a long day or a long deployment ... it's the compass which sets a organization on course and keeps it pointed in the right direction when difficulties come. . . for the golfer it's the long drive off the 18th tee which gives hope and keeps you coming back after a day of double bogies. . . pick your own analogy, but you get the picture.

Most of us who rise to senior leadership positions in our profession pay a price to get there. For a senior military officer, it means rotating between the operational jobs in the field or at sea and desk jobs ashore, often in the Pentagon. Let me be clear. For me, there is nothing like command at sea. It's tough, you spend a lot of time away from your family (I spent over 7 years deployed away from my family in 29 years of marriage). But there's a sort of purity at sea. . . issues and decisions are often hard but they tend to be more black and white, more well defined. For me, the jobs in the Pentagon are the tough "payback" tours and I had a lot of them. . . 11 years worth to be exact. (Dog years joke.) The politics, the difficulty in getting a decision, the difficulty in implementing that decision all combine to make those my least favorite memories, even though I had the privilege of being very close to the sources of power in three administrations.

But there is one spot in the Pentagon that I like, a place that is very special to me. It is the short hallway that leads from the Office of the Secretary of Defense into the National Military Command Center.

I've seen a lot of that hallway. During the six months leading up to and including the first Gulf War, I was one of a small group of six or so people who walked down that hallway every day. My boss, Paul Wolfowitz (who is now the Deputy Secretary of Defense, Don Rumsfeld's #2 man), and I would meet in the office of then Secretary of Defense Dick Cheney walk together down that passageway to meet with the Chairman of the Joint Chiefs of Staff, General Colin Powell, and his staff and make the decisions which guided the conduct of that war.

Six years later, I again made that walk daily for two years with two Chairmen of the Joint Chiefs of Staff, Generals John Shalikashvili and Hugh Shelton. Those were the days crisis in places like Bosnia, Iraq, Iran, North Korea, Haiti, Kosovo and the Congo.

What makes that walk special is this ... The last thing you see before entering the Command Center, where the serious military issues of the day are discussed and decided, is a quotation on the wall—emblazoned in gold letters. It is a verse taken from the Old Testament Book of Proverbs, and says, simply ... "Where there is no vision, the people perish."

Arguably, there are few professions for which that passage is more literally true than the military profession—and it is true at all levels of leadership ... A leader without a vision has an organization without a vision ... Whether it's a school, a company, an aircraft carrier, or a Fleet, an organization without a vision is rudderless ... It has a hundred different priorities—which is to say it has none at all ... If the leader does not have a vision, a vacuum exists ... As you know, nature abhors a vacuum, and I guarantee you that a vacuum caused by lack of vision will be filled by something or someone.

Rule number one—and if you remember nothing else, remember this—articulate a vision for your organization, ... and communicate that vision clearly, effectively, and often.

Rule number two—if your vision doesn't relate to conducting or supporting your primary mission – combat operations in the military or educating students in education, go back to the drawing board ... You've missed the point.

Excellence

Excellence is self-evident ... It's trite but true—there's no prize for second place in war ... In general, if you have a great vision and you implement it in excellent fashion. . . you're there! You've done it. But most of us know that it doesn't work that way. . . excellence is a journey, a process, not a destination.

So what does that mean to you? ...

In the first place, it means personal excellence. Learn your job ... go early ... stay late ... until you know your job and can do it to the best of your ability ... Make excellence your standard and set the example.

The next step is to establish an environment in which excellence is the accepted standard for all, not just for yourself, but also for your subordinates.

There's a catch, however ... I've yet to find an organization that did everything right ... The challenge is to decide which of the 15 pounds of work will get put in the 10 pound bag ...

You all know the 90 percent rule, right? The first 90% of a job takes 90% of the effort. The last 10% of the job takes another 90%. Or, put another way, better can be the enemy of good enough. The trick is how to decide which things are 90% jobs and which are 100%. That's where vision comes in. Some things are true 100%... they need to be done to the best of the organizations ability. They tend to relate directly and dramatically to accomplishing the mission. Other things are 90%... they need to be right, but they don't necessarily need to be pretty. They tend to be the means which support the mission end.

One of the most common mistakes is to focus on secondary issues, often because they are easy to do, fun to do, or easy to measure. Ask yourself... what's the marginal effectiveness of each activity toward accomplishing the core mission. The main thing is the main thing!

There's more ... It's not enough just to do the right thing and do it well ... You must also do it the right way ... Put another way, the end doesn't justify the means ... In the military, we go to great lengths in combat to avoid harming innocent civilians ... Good leaders do not lie, cheat, or steal or otherwise connive to get ahead ... and we don't achieve personal success at the expense of our people.

And since we're at a Jesuit institution, let me suggest a third, tougher criterion. Not only should we do the right thing and do it in the right way, we should do it for the right reason!

Remember your vision—be guided by it ... Develop a passion for excellence.

Character

That's a good lead in for the he "C" in VECTOR. "C" is for character ... Because leadership begins with personal example.

There's been a lot of talk about character recently ... Some people seem to be a bit confused about it ... Someone put it this way:

- Your Image is who you want people to believe you are.
- Your Reputation is what people believe and say about you.
- Your Character is who you really are ... In other words; character is about what you do when no one's looking.

One Secretary of the Navy put character in perspective this way: "The question of military character and ethics is not an abstract topic for discussion. It is a readiness issue. It is a readiness issue because without ethical leadership in our armed forces, there can be no trust by subordinates in the orders of their superiors."

The bottom line is your effectiveness as a leader has at least two parts.

You have "positional" authority by virtue of your position. In the military, it's very clear, both by rank and job. Everyone knows who the Captain of the Ship is and he's easy to recognize by rank and insignia. It's a bit different in business, but mainly in form. The CEO has positional authority... he signs things, approves raises, etc. Don't underestimate the value of positional authority, even in a society that prides itself on egalitarian independence.

The second factor in your effectiveness as a leader is what we might call "earned" authority. It has two parts: Competence (that's the excellence part we just talked about) and Character. Simply stated: Do the people who work for you trust you to do the right thing for the greater good. Or do they see you as self-serving, out for yourself, playing favorites, or even dishonest. The issue is not popularity or leadership style... character is most important when you have to make hard decisions and it applies equally to all successful leadership styles.

Character... is who you are when no one is looking! The advice I give all young officers is simple: Don't scrimp on the C. Be able to look yourself in the mirror every day without wincing.

Teamwork

The "T" in VECTOR stands for teamwork. In one sense, this is what leadership is all about. The result of effective leadership is good teamwork ... for by definition, leadership means taking a group of disparate individuals and turning them into an effective team, making them rise above selfish interest to selflessly contribute to the common goal.

The price of not having teamwork – of disunity – is defeat ... "A house divided against itself will not stand" is as true today as it was in Biblical times. Clearly, an organization which is permeated by jealousy, backbiting or dissension is in deep trouble ... Maintaining unity is a tough job for a leader ... egos are involved ... and our evaluation and promotion systems often require ranking individuals against each other.

Now obviously there are lots of tricks of the trade in building teamwork -- too many to discuss here. But let me give you three pieces of strategic advice.

Perhaps the most important attribute of a good leader is really an attitude—how you view your job is critical ... Let me illustrate ... In the small Iowa town I grew up in, they don't know much about the military ... When I go home and walk around the town, the first question I get, particularly from the old timers—and usually after a few seconds of staring at me—is "You're John's boy, aren't you?" ... Now, my father passed on a decade ago, but I'm still "John's boy." The next question is more telling. And it's just as

predictable as the first. "Are you still in the Service?" Not the Army. Not the Navy. Not the Air Force or the Marine Corps ... but "The Service."

I love that, because it captures what we do—we serve our country and our community. We need to remember that as leaders ... As leaders, we have immense power to better the condition of the men and women who serve under us ... A wise leader always asks himself, "How can I use my position to help those entrusted to my leadership?" ... In short, take care of your people and they will take care of you. In other words, serve them.

Second, be approachable ... Make sure people feel as comfortable bringing you bad news as good news ... Remember, you don't have all the answers ... Put your transmitter in standby and listen to advice and counsel from your subordinates ... To quote another proverb: "Every purpose is established by counsel, and with good advice make war." I will confess that process is sometimes painful. Part of my last Pentagon job involved representing the military in National Security Council meetings at the White house. I spend hours every week sitting around a room in the basement of the White House appropriately called the "Situation Room." It was often a frustrating experience, especially for one used to the crisp decision making of command. But what seemed clear from the Pentagon point of view, often appeared differently from State, CIA or Justice. But good policy requires that all views be heard. It doesn't mean that the result is a compromise, you make the decision. But it means all have had their day in court.

Finally, be a humble leader ... One of the most dangerous pitfalls a leader faces is pride. Remember the Biblical admonition, "Pride goes before destruction and a haughty spirit before a fall." Giving credit for success to others and taking blame for failure is counter-intuitive. But it works.

Organization

The O is VECTOR is for Organization. The more left-brained among you may be thinking, Organization is a management issue more than a leadership issue. And to a degree you'd be correct. But there's a very important leadership dimension involved.

Let's face it. Many people seem to have an obsession for organization charts ... In the military, it's almost a given that any Pentagon briefing will

contain an organizational wiring diagram as one of the first slides? ... As a junior officer, I never understood why.

To a cynic, it's a simple case of putting form over function. And it's true that bureaucrats sometimes tend to worry more about protecting their turf than getting the job done. The standing joke in the Pentagon was that the services were supposed to be fighting about who gets what resources for land, sea and air battles. But, the real wars were turf wars, parking wars and floor wars – i.e. who gets to be in charge of what, who gets the best parking spaces and who gets the best office space.

But in spite of the normal and perhaps cynicism toward bureaucracy, there is also a healthy reason for getting the organization right ... And this IS a leadership issue. It has to do with <u>responsibility, authority, and accountability</u>. The bottom line wherever you are is that leadership by committee doesn't work, and it especially doesn't work in combat ... Knowing who is responsible for what, giving them the authority to accomplish it, and holding them accountable is a matter of life and death in the military, and it's vital in any organization.

So what's the best organizational model? Business is always trying come up with new organizational models. We hear a lot about flat organizations, matrix management, and the like, all designed to speed up decisions and encourage innovation. The problem with most of these is that they tend to blur lines of accountability and responsibility. The result is often that things drop through the cracks and the overall effort is disjointed.

We could probably discuss this for days, but I'm a fan of the traditional chain of command, but combined with a key concept: centralized planning and decentralized execution. That, I believe, is the best of both worlds. The chain of command of command concept often gets a bad rap, but several thousand years of experience show, however, that while it isn't perfect, it's still the best system around. The primarily reason for that is because human nature hasn't changed, and technology or no technology, most of us can only manage 6 or 7 people effectively. This is not a new idea, by the way ... Check out the exchange between Moses and his Father-in-Law back around XXX BC. It's recorded Exodus Chapter 18 as one of the earliest descriptions of the chain-of-command.

Respect

It seems fashionable these days to tear down institutions and to denigrate people in positions of authority ... In Washington, it's a varsity sport ... There's a saying attributed to Harry Truman which says—only partly in jest, "If you want a friend in Washington, get a dog" ... Although authority-bashing may be popular, but it's wrong. . . and it's destructive to an organization.

Respect is the glue which binds people and organizations together ... It's what makes ships and units successful in combat and it's what makes good businesses great ... As I got more senior in the military, I got to the point where I could walk aboard a ship and—within a few minutes—take its temperature ... Good ships and good units all had one thing in common—a healthy atmosphere of respect for authority ... You can sense it ... Now, I'm not talking about fawning servility, or rolling out the red carpet for the brass. I am talking about healthy respect—up and down the line to be sure—but honest respect for authority ... Foster that respect. That's loyalty up the chain.

Vision ... Excellence ... Character ... Teamwork ... Organization ... Respect ... VECTOR!

Nothing revolutionary—just basic stuff ... Recalling king Solomon's quote, there's nothing new under the sun ... In fact, it's all summarized by a quote which my plebe year at the Naval Academy in 1962 ... I've forgotten the author, but not the words: It says, simply, "Take care of your men, and practice daily with the guns." That translates to "Take care of your people and teach the students."

That pretty well sums up VECTOR Leadership.

Let's take a 15 minute break and come back. We'll unpack the points, take some questions and have a discussion.

VALUES: THE FOUNDATION OF LEADERSHIP

VICE ADMIRAL JOHN SCOTT REDD, U. S. NAVY

COMMANDER, U. S. NAVAL FORCES, CENTRAL COMMAND

COMMANDER, U. S. FIFTH FLEET

Values are important!

While many would agree in the abstract with that proposition, perhaps fewer of us reflect on the pervasive influence of values in our daily lives. Simply put, values underlie all we think, say and do. More than theoretical musings, they determine how we treat others, what profession we chose, how we approach our daily work, whom we marry and how we treat our spouse afterwards, how we raise children, how we make money and spend it, how we pass our leisure time, what we read, what television programs we watch, how we vote, etc.

Clearly, values are important.

Some might even argue that values are important in and of themselves. It doesn't matter what you believe as long as you believe in something (and the more passionately you believe it, the better). There's something in that approach which is particularly American -- the metaphysical equivalent of "Don't just stand there, do something".

However, the richness or poverty of ones values are clearly central. It does matter what one believes, if for no other reason than the practical implications of living out one's value system is so profound.

That's probably as far as a career naval officer should venture in the direction of arguing the virtues of one set of values over another. You all do it for a living and I

didn't get three stars by not knowing my limitations. Instead, let me take a different tack and attempt to demonstrate, in concrete terms, how my own set of values has influenced my professional life in one critical area: **leadership**.

To do that, I need to tell you a little bit about what drives me. I'm a Christian. Labels are tough, but I guess you could put me in the "born again, evangelical" box. When we move and look for a church, denominational tags are useful as a guideline, but we have been comfortable in a variety of traditions. In fact, whenever possible my wife, Donna, and I try to support the local Navy Chapel. Like most people, my values developed over time. I grew up in a religious home and faithfully attended a mainline denomination church. However, it wasn't until plebe year at the Naval Academy that spiritual matters became a personal and central part of my life. The "second wave" of that development occurred a decade later in 1977 when a navy chaplain who was a student at the Naval Postgraduate School got hold of me and challenged me to a deeper walk. It was a defining experience in my life. One of the key outcomes of that experience was a deep interest in the Bible and an abiding belief in its nature as the inspired word of God, the absolute and unchanging character of its principles, and its relevancy to every aspect of our lives today. Since that time I've tried to spend time every day reading the Bible. Often I've only managed a chapter from the Proverbs, but with the help of a "through the Bible in a year" program, I've managed to read through the entire Bible several times in the past five years. In that vein, I am also of the school which believes that our country was founded by men who feared God, who believed the Bible is God's word, and who believed we would be blessed as a people if we followed

the precepts it contains. With that background, the following will, I hope, make more sense.

In 1980, after receiving orders to command USS KING (DDG-41), I began what has become a lifetime interest -- developing a Biblical approach to leadership. What follows is the latest iteration of my understanding of how to apply Biblical values and principles to the subject of leadership. It reflects a belief that leaders are made, not born, and that substance is more important than style. It should also be clear that it represents a goal -- my subordinates will tell you that this Admiral has not always practiced what he preaches. That's the blessing -- and the curse -- of absolute values.

Since this is the navy, the format I've chosen is, what else, an acronym. the acronym -- which hopefully has some relationship to the subject -- is vector. **V. E. C. T. O. R.** - as in that which indicates direction and strength. The six principles which it stands for are: Vision, Excellence, Character, Teamwork, Organization and Respect.

Vision.

Vision is the inspiration that motivates us . . . it's what gives a sense of purpose to our work and sacrifice at the end of a long day or a long deployment. It's the pointy end of the spear -- the compass which sets a command on course and keeps it pointed fair when heavy seas buffet.

I've had the privilege of serving twice on the staff of the Secretary of Defense. Most recently, from 1989 to 1991, I served as Chief of Staff to the Under Secretary of

Defense for Policy, the Honorable Paul Wolfowitz. That two year period encompassed one of the most turbulent periods in recent history and ended with the completion of the gulf war.

Many times -- almost daily during the seven months of Operations Desert Shield and Desert Storm -- we would muster in the Secretary of Defense's office and then walk down a long passageway which leads to the National Military Command Center (NMCC). Each day, as we walked down that passageway, we passed a quotation emblazoned in gold letters on the wall. It was one of the last things we saw before walking into the NMCC, where decisions on the momentous events of the day were made. The passage -- one of my favorites -- is a verse taken from the Book of Proverbs (29:18 KJV): "Where there is no vision, the people perish."

Arguably, there are few professions for which that passage is more literally true than our chosen profession -- the military. And it is true at all levels of leadership, from the National Command Authority (NCA) to the Chief or Division Officer on the deckplates. A leader without a vision has a command without a vision -- whether it's a division, a squad, or an aircraft carrier. And a command without a vision is rudderless. It has a hundred different priorities, which is to say it has no priorities. . . no way of making decisions about what gets done first and what may not get done at all.

If the leader does not have a vision, a vacuum exists. That vacuum will be filled by something . . . either a wrong vision or selfish interests. One of the first rules of leadership is this: get a vision for your division, your company, your ship or whatever you lead.

Excellence

Excellence is self evident. It's trite but true -- there's no prize for second place in warfare. The winners write the history books. More importantly, Colossians 3:23 sets the standard for our attitude: "Whatever you do, work at it with all your heart, as working for the Lord, not for men."

There's a catch, however. The scriptures say that Jesus did "all things well." Most of us are still striving for that standard. I certainly am. And I've yet to find a ship which did everything well. To quote an old Hittite saying: "You can't be anything if you want to be everything." That's where vision and excellence interact in deciding which of the 15 pounds to put in the 10 pound bag.

There's more. It's not enough just to do the right thing. We are also called do it in the Right Way. Put another way, the end doesn't justify the means. We don't kill innocent civilians. And we don't achieve personal success at the expense of our subordinates.

Finally, there's a third test, probably the toughest of all. Not only are we to do the right thing in the right way, we are to do it <u>for the right reason</u>. From I Samuel 16:7, where the Lord is instructing Samuel on what counts in a leader: ". . . The Lord does not look at the things man looks at. Man looks at the outward appearance, but the Lord looks at the heart." God is interested in our motivation.

In short, remember your vision -- be guided by it. Develop a <u>passion</u> for excellence.

Character

The connection between leadership and character is a continuing theme throughout the Scriptures. Proverbs 29:2 notes: "When the righteous are in authority, the people rejoice." I Timothy 3:1-12 and Titus 1:5-9 set out some very specific qualifications for leadership in the church. I believe they are good guidelines for all of us.

Leadership begins with personal example -- which is driven by character.

There's been a lot of talk about character recently. Some people seem to be a bit confused about it. Someone put it this way:

- Your Image is who you want people to believe you are.
- Your Reputation is what people believe and say about you
- But your character is who you really are.
- Put another way, character is about what you do when only God is looking.

Secretary of the Navy Dalton puts character in perspective:

"The question of military **character** and ethics is not an abstract topic for discussion. It is a readiness issue. It is a readiness issue because without ethical leadership in our armed forces, there can be no trust by subordinates in the orders of their superiors."

Character. . . is who you are when only God is looking!!

Teamwork

T is for teamwork - or unity.

Teamwork is where the rubber meets the road. It's the bread and butter of leadership. By definition, leadership means taking a group of disparate individuals and turning them into an effective team.

The price of disunity is high. In the words of Luke 11:17: "Any kingdom divided against itself is laid waste, and a house divided against itself will not stand." Clearly, a ship or squadron which is permeated by jealousy, backbiting or dissension is in deep trouble. Maintaining unity is a tough job for a leader. Egos are involved. Our enlisted evaluation and officer fitrep systems have often required relative ranking. The leader who succeeds in setting an absolute standard for performance, rather than a relative one, will be well served in the long run (of note, one of Admiral Boorda's objectives in revamping the evaluation and fitness report system was to deal with just this issue).

The "how to's" of building teamwork are critically important, and developing basic leadership skills is the first order of business for young leaders. Not surprisingly, the Bible is replete with precepts, examples and "good and necessary inferences." Again, however, there is an overriding value which must guide the leader is in building a team -- it's really an attitude.

A servant's heart is one of the most important attributes of a Biblical leader.

Christ, speaking in Matthew 20:26, says that unlike rulers of the gentiles who lord their position over their subordinates, "Whosoever wishes to become great among you shall be your servant, and whoever wishes to be first among you shall be your slave; just as the Son of Man did not come to be served but to serve."

The military leader has immense power to better the condition of the men and women who serve under him. Whether in basics, such as living conditions and quality of

food, or in more subtle areas, such as recognition and advancement, a leader has tremendous power to do good. A wise leader will daily ask himself: "How can I use my position to help those entrusted to my leadership?"

A related principle of teamwork leadership likewise should come as no surprise: it's a basic tenet of total quality leadership. Simply put: be approachable. Make sure people feel comfortable bringing you bad news as well as good news. And remember, you don't have all the answers. Put your transmitter in standby and listen to advice and counsel from your subordinates. Proverbs 20:18 applies: "Every purpose is established by counsel, and with good advice make war."

There's a corollary to both those principles. It has to do with one of the biggest pitfalls a leader faces. That pitfall is pride. The Biblical view of pride is clear throughout the Bible, and is summarized in Proverbs 16:18 "Pride goeth before destruction and a haughty spirit before a fall." The converse of pride is Humility. Matthew 23:12 says: "And whoever exalts himself shall be humbled and whoever humbles himself shall be exalted." We are not talking about false humility, but honest recognition that our talents, intellect, and our successes are gifts from God.

Organization.

Naval officers have an obsession for organization charts. It seems as if every Pentagon briefing contains a wiring diagram as one of the first few slides. As a junior officer, I never understood that.

To a cynic, it's a simple case of putting form over function. And it is true that bureaucrats sometimes seem to worry more about protecting their turf than getting the job

done. But there is a healthy reason for getting the organization bit right. It has to do with responsibility, authority, and accountability. The bottom line is that leadership by committee doesn't work, and it especially doesn't work in combat. Knowing who is responsible for what is a matter of life and death.

Another aspect of this boring subject of organization is the chain of command. As a Junior Officer, I thought the chain of command was the most unwieldy, inefficient system devised by man. Let's face it. It takes time to tell the chief, who tells the LPO, who tells the work center supervisor who tells the petty officer who tells the seaman what to do. On the face of it, it's a lot easier to go to the seaman and tell him directly. Several thousand years of experience show, however, that while the chain of command is bulky, it's still the best method devised. This is not a new idea. Check out Exodus 18 for one of the first recorded descriptions of the chain of command. Moses is at his wit's end trying to do it all. He is holding continuous Captain's Mast from dawn to dusk, dealing with each and every problem the Israelites bring to him. Then his father-in-law arrives on the scene and sets him straight (my father-in-law, a retired Navy Captain, likes this part): ". . . select out of all the people able men who fear God, men of truth, those who hate dishonest gain; and you shall place these over them, as leaders of thousands, of hundreds, of fifties, of tens; and let them judge the people at all times. And let it be that every major matter they will bring to you, but every minor matter they themselves will judge. So it will be easier with you, and they will bear the burden with you."

The concept should sound familiar. Who says the Bible isn't practical?

Respect

It seems fashionable these days in many quarters to tear down institutions and to denigrate people in positions of authority. In Washington, it's a varsity sport. As someone noted -- only partly in jest -- "If you want a friend in Washington . . . get a dog."

It's fashionable . . . but it's also wrong.

Respect is the glue which binds people and organizations together. It's what makes ships successful in combat.

As you become more senior, you get to the point where you can walk aboard a ship and -- within a few minutes -- take its temperature. The good ships all have one thing in common -- a healthy atmosphere of respect for authority. You can sense it. To be clear, I'm not talking about fawning servility, or any form of obsequiousness. And I'm not talking about respect only for Admirals, Commodores or other visiting firemen. I'm talking about healthy respect -- up and down the line to be sure -- but honest respect for authority. In this context, Romans 13:1-7 carries a profound lesson for our society and our navy.

Vision. . . Excellence . . . Character . . . Teamwork . . . Organization . . . Respect.

VECTOR

In some ways, the most noteworthy point concerning the above is that it contains nothing revolutionary. It's just basic stuff which most leadership texts have contained over the years. The point is, it's based on a carefully constructed set of values contained in what someone has called, "The Manufacturer's Handbook" -- the Bible. Recalling King Solomon's observation in Ecclesiastes, there's nothing new under the sun. Perhaps the more salient point is a more contemporary observation attributed to Prime Minister

Winston Churchill. It goes something like this: "Most of us need not so much to be informed as to be reminded."

And, if VECTOR is too hard to remember, there's a condensed version. It's all summarized by a quote which I was required to memorize as a plebe in 1962. I've forgotten the author, but not the principle:

"Take care of your men, and practice daily with the guns."

That pretty well sums it up.

Values . . . are important.

Admiral Redd, "Sustained Assured Access for the Joint Force: The Navy's Role" for publication in AFJI or comparable publication, Word count: 1838

Sustained Assured Access for the Joint Force: The Navy's Role

> "The ... vast network that connects information and weapons in new ways ... will revolutionize the Navy's ability to project American power over land and sea, assuring access for all our forces, wherever our vital interests are threatened." *President George W. Bush, 4 March 2001.*

Investing in the Armed Forces

In the coming year, numerous domestic and foreign policy requirements will compete for attention and limited resources. Among these will be the future requirements of the U.S. Armed Forces. In this fiscally constrained environment, serious questions regarding national military strategy, force structure, budgets and joint roles and missions will be raised and debated. The outcome of these discussions will likely have a significant impact on the size and shape of the U.S. military for decades to come.

Each Service makes its own unique contribution to national security, along with missions it shares with other elements of the Joint force. For the U.S. Navy, the capacity to serve as a timely and flexible means to project power and influence overseas in regions of U.S. interest is an enduring contribution to promoting our national interests. Combat-credible naval expeditionary forces that are immediately employable by virtue of their forward-deployed posture permits timely -- and often the initial -- response throughout the engagement spectrum, whether in peacetime, crisis or war. Because of that capability to respond rapidly, forward deployed naval forces have the power to help shape the security environment, dissuading potential adversaries while reassuring our regional friends and allies.

Contrary to early expectations, the post-Cold War period has not seen a significant reduction in the demand placed on the U.S. military, and fiscal challenges have resulted in each Service deferring important investments in research and development, systems, platforms, and people to the "out-years" of recent Future Years Defense Plans (FYDP). Today, amid compelling and competing demands for resources, work continues on a Defense Review which seeks a new strategic framework for critical decisions regarding America's Armed Forces.

In determining the future composition of our military forces, the requirements to support the national security strategy should be the entering argument. In fact, the years since the fall of the Soviet Union and the dissolution of the Warsaw Pact have seen dramatic changes in the nature of the international security environment -- changes that underscore the continuing requirement for U.S. military forces to represent our national interests overseas. As we look to the Navy's future role to help meet this requirement, it is instructive to consider the manner in which the Naval Service has evolved to meet the challenges of this new world order.

Changing the Strategic Course

Over the last decade, the Navy has initiated a dramatic change in its strategic orientation. The Navy-Marine Corps vision, *...From the Sea*, steered the Navy from the open ocean into the littorals of the world, where most of our overseas interests lie and where conflict would most likely occur. The follow-on strategic concept, *Forward...From the Sea*, refined this course by outlining the naval contributions to national security in peacetime, crisis and war by expeditionary, combat-credible forces that are rotationally forward deployed. The Navy's new

Admiral Redd, "Sustained Assured Access for the Joint Force: The Navy's Role" for publication in AFJI or comparable publication, Word count: 1838

Maritime Concept builds upon the landward focus of *...From the Sea* and *Forward...From the Sea*, describing how future naval forces will exploit new technology and capabilities to assure joint force access ashore despite efforts by potential adversaries to deny this access to our interests overseas. The *Maritime Concept* builds upon the Navy's evolution from a "blue water" Navy to one that projects both offensive power -- and a defensive shield -- ashore from the sea.

To meet the challenge of operations in the littoral while leveraging advancements in technology, the Navy has continued its evolution to the "network-centric" force of the 21st Century. Future naval forces must be able to dictate the operational tempo to dominate a five-dimensional battlespace: sea, air, land, space, and cyberspace -- not just the sea. To that end, network-centric operations will link "shooters," sensors, and commanders to provide our forces the superior knowledge from real-time netted sensors to act inside the decision and engagement timeline of a potential adversary. Understanding the intentions and likely actions of an adversary will facilitate the Navy's ability to attack an adversary's critical vulnerabilities rapidly, avoid his strengths and destroy his centers of gravity. The Navy's focus on bringing naval forces together in a network-centric environment promotes the knowledge superiority that will foster a shared, near real-time understanding of the battlespace, complementing the Navy's *command of the seas* with *speed of command* enabled by these netted sensors, facilitating speed of action.

Navy ships are capital-intensive investments; sixty percent of the ships in the Fleet or under construction today will still be with us in 2020. Accordingly, the Navy's transformation from a platform-centric to network centric Navy is focused on force posture rather than force structure -- the way the Navy operates rather than the way it looks. That transformation entails both new concepts for employing Navy ships and aircraft as well as the continued evolution of the platforms themselves. Distributing networked sensors and weapons throughout the environment will promote the Navy's ability to simultaneously attack in, and therefore work to control, the battlespace. At the same time, the Navy is "exporting" stealth beyond nuclear submarines to the next generation of ships and aircraft; and future surface ships, submarines, and aircraft are being designed and engineered with inherent modularity and enhanced open-architecture flexibility. The result will be a Navy that is balanced and flexible, outpacing the threat in the near term and sufficiently flexible to adapt to the unforeseeable demands of future.

Enabling the Joint Force

The unique contribution to national security made by naval forces is a function of the Navy's normal peacetime concept of operations, one based on rotational deployments overseas to regions of vital U.S. interest. By being already present forward with a combat credible capability -- before crisis develops -- naval forces provide our national leaders with an option for immediate combat response. Thus, the naval services provide early, in many cases decisive, critical combat power in the event of crisis or conflict, while serving an additional, crucial function -- providing sustained assured access for the Joint force that will fight and win large-scale conflict.

The post-Cold War era has seen a significant change in the nature of the international security environment. Instead of a monolithic Soviet force fielding huge forces both ashore and afloat, today's potential adversary is more likely to emphasize local anti-access capabilities in developing his military forces, such as theater ballistic and cruise missiles, mines, weapons of

mass destruction, deception and information warfare. These asymmetric threats, many stemming from the more readily available commercial technologies with direct military applications, have the potential to make Joint power projection increasingly challenging, particularly during the early phases of a conflict as combat forces flow from the continental United States to the theater of operations.

Forward-deployed naval forces can provide the critical combat power needed during early phases of conflict that assures the access for the projection of joint combat forces from the continental United States. Naval forces already present overseas for their daily business serve as the vanguard of the Joint Force, operating freely from the high seas to project decisive power ashore while maintaining command of the seas to guarantee access to the land.

Because of that immediate access to land, the Navy provides the means for projecting offensive power early ashore. Deep, precision land attack from aircraft, ships, and submarines will be a critical element in the success of joint-force effects-based warfare -- conducting early strikes against critical targets that might otherwise interfere with the entry of joint forces. The imminent introduction into the Fleet of systems for Theater Ballistic Missile Defense (TBMD) means that the Navy will project defense ashore -- from the sea -- for the first time. The result will be a TBMD umbrella for key ports and airfields that provides sustained assured access for expeditionary air and land forces as they flow into theater -- a requirement as decreased shore-based presence overseas translates into more forces having to deploy into theater from the continental United States in times of crisis. Navy TBMD will help offset the asymmetric threat from theater ballistic missiles armed with chemical and biological weapons, while additionally reassuring our allies and friends overseas that we can protect them if necessary.

As always, maintaining sea control is the cardinal prerequisite to provide sustained assured access for the entire Joint force. Therefore, continued investments in defenses against cruise missiles, effective counter-mine and anti-submarine capabilities, the ability to rapidly locate and strike important adversary forces, weapons and sensor systems will be required not only to bolster even further the Navy's ability to operate forward, but for the very success of the Joint force. Although much of the Joint manpower will arrive by air, the overwhelming majority of the equipment required for a decisive Joint warfighting will arrive by sea. Similarly, the bulk of the sustainment for ground-based forces will come from the sea. Simply stated, if the Navy does not maintain command of the seas, the Joint force does not get there, or cannot stay there.

Thus, the naval services are vital elements of the Joint force that enhances security and stability throughout the world. The defining characteristic of the naval services are unique: the Navy-Marine Corps Team are sovereign instruments of national influence, immediately employable across the entire range of emergencies and conflict, and ready to project unrestricted power from the sea. And the same capabilities of these naval forces also provides sustained assured access for Joint warfighters will enable the strategic transformation to a lighter, more expeditionary Joint force that will be rapidly *deployable* for future contingencies.

A Critical Role

Being there before the start of a crisis or conflict will be critical to the application of our joint military power. The recurring lesson of history is that the cost of our entry -- the cost of

fighting our way in -- is less if the forces that help enable power projection are already present forward in peacetime. The Navy's strategic focus therefore remains landward, and the Service has, or is developing and deploying, the systems needed to directly and decisively influence events ashore even in the face of an anti-access capability. The Service will continue to operationalize the *Maritime Concept* to provide sustained assured access forward using the dual means of combat-credible forward presence and having superior knowledge over our adversaries through netted sensors. In the end, the credibility of our enduring presence forward -- and in remaining forward in crisis and war -- is what reassures our allies and helps deter potential adversaries in conjunction with our sister Services. As always, the Navy's most valuable role is in preventing war; but, if dissuasion fails, the Navy will perform its critical joint mission: maintaining sea superiority to project precision offense, project critical defense ashore and enable the sister Services to come forward so that we can fight and win our nation's wars together.

Leadership: A Biblical Approach to the Military Officer's Core Skill

Vice Admiral John Scott Redd, U.S. Navy, Retired

Leadership is the defining skill of a military officer. Intellect and education are important. Indeed, in our technological profession, they are prerequisites. But professional performance and progress depend fundamentally on how well you master the art and science of leadership.

There is a tendency to regard leadership primarily as an art form-we often speak of a person's "leadership style." But while style is important, it should not be confused with substance. There are, I believe, a basic set of principles which apply to leadership-whatever the leader's style or situation. These form the substance or "science" of leadership. What follows is one man's view of those leadership principles based on several decades of studying and applying God's word, the Bible. It reflects a belief that leaders are made, not born, and that substance is more important than style. The principles are presented in the acronym VECTOR, representing: Vision, Excellence, Character, Teamwork, Organization and Respect. It's an appropriate term, since vectors indicate both direction and strength.

Vision

Vision is the inspiration that motivates us. It's what gives a sense of purpose to our work and sacrifice at the end of a long day, a long deployment, or a long career. For the Christian, a godly vision is the compass which sets a career and a command on course, and keeps it pointed fair when heavy winds and seas buffet. The short hallway in the Pentagon which leads from the Office of the Secretary of Defense into the National Military Command Center (NMCC) is special to me. Every day for over three years-encompassing the Persian Gulf War and numerous other crises-I walked down that passageway to meet with the Chairman and Vice Chairman of the Joint Chiefs of Staff and, often, the Secretary of Defense, to discuss the serious military issues of the day. Just outside the NMCC is a quotation emblazoned on the wall in gold letters. It's taken from the Book of Proverbs (29:18 KJV): "Where there is no vision, the people perish." There are few professions for which that passage is more literally true than for the military. It is true at all levels of leadership, from the National Command Authority (NCA) to the platoon leader. A leader without a vision has a command without a vision. And a command without a vision is rudderless.

Excellence

Excellence is doing it right. It is trite but true-in warfare there is no prize for second place and the winners write the history books. Colossians 3:23 sets the standard: "Whatever you do, work at it with all your heart, as working for the Lord, not for men." But it is not enough just to do the thing right. We are also called to do it in the right way. The end does not justify the means. We do not intend harm to innocent civilians, for instance. And we do not seek personal success at the expense of our subordinates. Finally, there is a third test, probably the toughest of all. Not only are we to do the thing right in the right way, we are to do it for the right reason. In 1 Samuel 16:7, the Lord instructs Samuel: "...The Lord does not look at the things man looks at. Man looks at the outward appearance, but the Lord looks at the heart." God is interested in our motivation-the right reason-for doing the thing right and in the right way.

Character

The connection between leadership and character is a continuing theme throughout the Scriptures. Proverbs 29:2 notes: "When the righteous are in authority, the people rejoice." 1Timothy 3:1-12 and Titus 1:5-9 set out some very specific qualifications for leadership in the church. I believe they are equally good guidelines for those of us in authority in the military. Leadership begins with personal example-which is driven by character. Someone put it this way:

- Your Image is who you want people to believe you are.
- Your Reputation is what people believe and say about you.
- Your Character is who you really are.

Former Secretary of the Navy Dalton put character in perspective: "The question of military character and ethics is not an abstract topic for discussion. It is a readiness issue. It is a readiness issue because without ethical leadership in our armed forces, there can be no trust by subordinates in the orders of their superiors." Character...is who you are when only God is looking!

Teamwork

Teamwork is the bread and butter of everyday leadership-fostering unity in a diverse group of individuals. Unity is essential. In the words of Luke 11:17: "Any kingdom divided against itself is laid waste, and a house divided against itself will not stand." A command which is permeated by jealousy, backbiting or dissension is in deep trouble. The "how to's" of building teamwork are critically important, but there is an overriding value which must guide the leader in building a team-the attitude of a servant's heart.

Christ, speaking in Matthew 20:26, says that unlike rulers of the gentiles who lord their position over their subordinates, "Whosoever wishes to become great among you shall be your servant...just as the Son of Man did not come to be served but to serve." A wise leader will daily ask himself: "How can I use my position to help those entrusted to my leadership?" An important corollary relates to one of the biggest pitfalls a leader faces. That pitfall is pride. The biblical view of pride is clear throughout the Bible, and is summarized in Proverbs 16:18: "Pride goeth before destruction and a haughty spirit before a fall." Remember, you do not have all the answers. Proverbs 20:18 applies: "Every purpose is established by counsel, and with good advice make war." Subordinates must be comfortable approaching you with both good and bad news.

Organization

Military officers, especially senior ones, seem to have an obsession for organizational charts. As a junior officer, I never understood that.

To a cynic, this preoccupation with organizational structure is a case of putting form over function. But there is a healthy reason for getting the organization right. It has to do with responsibility, authority, and accountability. Leadership by committee doesn't work, especially in combat. In a war, knowing who is responsible for what is a matter of life and death. A corollary of organization is chain of command. The idea of a chain of command is several thousand years old, and while it may seem bulky at times, it is still the best method devised. Check out Exodus 18 for one of the first recorded descriptions of the chain of command.

Respect

In a republic it is fashionable from time to time to tear down institutions and to denigrate people in positions of authority. It's fashionable...but it's also wrong. Respect is the glue which binds people and organizations together. It's what makes fighting units successful in combat. As a senior officer, you become adept at quickly taking the temperature of a command. Good commands all have one thing in common-a healthy atmosphere of respect for authority. You can sense it. Romans 13:1-7 carries a profound lesson both for our society and our military.

Vision...Excellence...Character...Teamwork... Organization ...Respect... VECTOR...Lead on!

Vice Admiral J. Scott Redd, United States Navy, Retired

Admiral Redd has had eight operational commands ranging from a Guided Missile Destroyer to a Fleet. In 1995, he re-commissioned the U.S. Fifth Fleet in the Arabian Gulf, the Navy's first new fleet in fifty years. In that capacity, he commanded seven naval, joint, and combined operations involving Somalia, Iraq and Iran. He retired in 1998 after serving for two years as the Director, Strategic Plans and Policy (J-5), the Joint Staff, where he functioned as the military's chief strategist and policy advisor for the Chairman of the Joint Chiefs of Staff. A 1966 graduate of the Naval Academy, he has been an OCF member since 1962 and has served two terms on the OCF Council. He and his wife, Donna, live in Annandale, Virginia, where he is the president and CEO of NetSchools.

Naval Postgraduate School
Commencement Address
18 December 1997

Thank you for the kind introduction, Marty...

Mayor Albert, Mayor White, Admiral Mauz, Dean Elster, honored graduates, faculty, family members, and guests...

It is not just an honor, but a great personal pleasure for me to join you today to pay tribute to these scholars and to celebrate their significant accomplishments here at the Naval Postgraduate School ... It's also a special treat to be present at the graduation of Marty Evans' last class as Superintendent ... Marty has blazed a tremendous trail of achievement and excellence ... The Navy's loss will be the Girl Scouts' gain ... (Trefoils and Samoas) ... It's also wonderful to see some old friends from my student days 20 years ago ... Pat Parker, Mike Sovereign, Peter Lewis, Gordon Bradley ... Finally, it is always a pleasure to get away from the Pentagon, where time is measured in dog years ... You know the deal, one year of life in the Pentagon equates to seven years of life outside the Beltway ... by that measure, I'm really 113 years old ... but not to worry, I'll finish the commencement address before I keel over ...

Being with you today reminds me of my own experience at the Naval Postgraduate School nearly two decades ago ... The two years my family and I spent in Monterey were among the best in our lives ... and the education I acquired here has proved priceless ... As the years pass by, you will come to realize that you have gained more than knowledge here ... You have been given time with your families and the opportunity to develop bonds of friendship that will last a lifetime ... Treasure them always.

Commencement brings a great feeling of fulfillment ... and not merely because it is the end of an arduous period of study and reflection ... Remember, the word commencement means "beginning" ... For you, this is another beginning in your life and career ... If this were a "normal" commencement speech at a civilian institution, I would now proceed to spend most of my allotted time talking about the significance of your education ... and it is extremely valuable ... I have experienced firsthand the critical importance of higher education in a naval officer's career ... Not only for the technical competence and skills gained in specific fields of study ... but also through the expansion of one's mental horizon achieved from exposure to a broad range of new ideas ... and most importantly because of the disciplined thought process it engenders ...

Indeed, you may find one day that the major field you studied bears no relation to your job description ... In my case, I studied Operations Research here at the Naval Postgraduate School ... but when I was assigned as the Military Assistant to the Under Secretary of Defense for Policy several years later, my boss took away my numbers license ... I can still remember him saying, "Scott, here in Policy if the number is nine or less, spell it out. If it is more than nine, energetically wave your hands and say 'many'."

In time I believe you will discover, as I have, that the type of degree you received does not matter as much as the method of thinking and problem solving you attained along the way ... Here you have acquired an educational storehouse and a critical thought process that you will draw on for the rest of your careers ... In fact, two days ago we conducted a Joint Staff strategic planning off-site ... General Shelton, the new Chairman, opened the session with Henry Kissinger's quote that senior leaders are too busy to create new intellectual capital—they just consume it ... You have been in the intellectual capital development business ...

I considered several topics for today ... The easy choice would have been to give you a high policy or current events speech ... My job makes that

easy ... Someone once described the J-5 as the "Secretary of State" for the military ... Indeed, General Shelton and I have spent six hours in the White House Situation Room and three hours in the Cabinet Room with the President in the last three working days ... The topics focused on the usual suspects—Bosnia and Iraq ... But instead of that, I'm going to take the opportunity to teach the last class during your time here in Monterey ...

For those of you in uniform, it is now time to return to your service ... Not just as scholars, but as warriors ... And when you get to your next duty station you will soon assume the mantle of leadership ... Leadership will be your defining characteristic as a military officer as you ascend the career ladder towards general or flag officer rank ... You'll do lots of things in your career, but fundamentally, you're in the leadership business ... Intellect and education are important ... In our technological profession, they are almost prerequisites ... Clearly, all of you have potential for continuing success ... But how far you go depends fundamentally on how well you master the art and science of leadership.

There is a tendency to think of leadership primarily as an art form ... We speak of a person's leadership style ... Indeed, many junior officers tend to think of leadership as largely a matter of style ... It's an understandable misconception ... Historians and the media often tend to equate great leadership with flamboyance and ego.

But remember, for every MacArthur or Patton there are a hundred Spruances and Bradleys ... Quiet, capable, effective leaders who do not seek the spotlight for the sake of its publicity value ... Several years ago I had the opportunity to speak to the latest group of newly promoted general and flag officers ... It may surprise you to learn that, as a group, the majority of these officers fall more toward the introvert end of the personality spectrum ... It would appear that Raymond Spruance has lots of clones.

That doesn't mean that your leadership style isn't important, but let me make two points ... First , don't try to be someone you're not ... God gave you a personality ... Fit your leadership style into it ... If you try to do otherwise, you'll be spotted as a fake in a moment.

Second, don't confuse style with substance ... There are, I would submit, a basic set of principles which apply to leadership—whatever your style ... These form the "science" of leadership ... You've studied them and seen them in action during your careers ... This morning, I want to give you a personal view of leadership principles—hopefully in a format which will be of some use to you.

Note I said personal ... I realize that this is dangerous stuff ... You understand that everyone fancies himself or herself an expert on leadership ... Certainly every general and flag officer does! ... But let me be clear, I'm not here to talk about some dramatic new secrets which will make you a successful leader in three easy steps, the stuff of the "self-improvement" pop culture ... To do that would be both wrong and arrogant, especially in this setting, where we remember and study the great military leaders of history.

I don't pretend to have discovered all the answers ... I subscribe to Solomon's view, expressed in Ecclesiastes: "There's nothing new under the sun" ... However, as Churchill noted, "Most of us need not so much to be informed as to be reminded" ... My intent this morning is simply to remind you—to give you a brief synopsis of what I believe to be the essential principles of an effective leader ... They're certainly not written in stone ... In my case, they have evolved over 30 plus years of commissioned service ... Not everyone here will agree with them or have the same emphasis ... But I've found they work for me and for others ... So if I can bequeath anything to you—the next generation of military leaders—I'd like to give you something which you can use throughout your careers.

The challenge, of course, is to put it in a framework that you can remember past the door of the auditorium ... Since this is the military, after all, the approved remedy is, what else, an acronym ... The acronym I have chosen—which hopefully has some relationship to the subject—is VECTOR—as in that which indicates magnitude and direction ... Like most vectors, it can have many dimensions, but for the geometrically challenged among you, I'll keep it linear ... The six principles which it stands for are vision, excellence, character, teamwork, organization and respect.

Vision

Vision is the inspiration which motivates us ... it's what gives a sense of purpose to our work and sacrifice at the end of a long day or a long deployment ... it's the pointy end of the spear—the compass which sets a command on course and keeps it pointed fair when heavy seas buffet it.

I had the privilege of serving as Chief of Staff to the Under Secretary of Defense for Policy, the honorable Paul Wolfowitz, during the first two years of the Bush administration ... That two-year period ended with victory in the Gulf War ... During the six months of Operations Desert Shield and Desert Storm, we would muster almost every day in Secretary Cheney's office and then walk down a long passageway to the National Military Command Center for a briefing with the Secretary, Deputy Secretary Atwood, General Powell, Admiral Jeremiah, and a few bit players like me ... Each day, as we walked down that passageway, we passed a quotation emblazoned in gold letters on the wall ... It was one of the last things we saw before walking into the Command Center, where the conduct of the Gulf War was decided ... The passage is a verse taken from the Old Testament Book of Proverbs: "Where there is no vision, the people perish."

Arguably, there are few professions for which that passage is more literally true than the military profession—and it is true at all levels of leadership ... A leader without a vision has a command without a vision ... Whether it's a division, a squad, or an aircraft carrier, a command without a vision is rudderless ... It has a hundred different priorities—which is to say it has none at all ... If the leader does not have a vision, a vacuum exists ... Remember that Nature abhors a vacuum, so I guarantee you that one caused by lack of vision will be filled by something or someone.

Rule number one—and if you remember nothing else, remember this—articulate a vision for your division, your battalion, your ship or whatever you lead ... and communicate that vision clearly, effectively, and often.

Rule number two—if your vision doesn't relate to conducting or supporting combat operations, go back to the drawing board ... You've missed the point.

Excellence

Excellence is self evident ... It's trite but true—there's no prize for second place in war ... What does that mean to you? ... Learn your job ... go early ... stay late ... until you know your job and can do it to the best of your ability ... Make excellence your standard—not just for yourself, but for your subordinates.

There's a catch, however ... I've yet to see a ship or squadron which did everything right ... The challenge is to decide which of the 15 pounds to put in the 10 pound bag ... That's where vision comes in.

There's more ... It's not enough just to do the right thing ... You must also do it the right way ... Put another way, the end doesn't justify the means ... We don't kill innocent civilians ... Lie, cheat, or steal to get ahead ... and we don't achieve personal success at the expense of our people.

Remember your vision—be guided by it ... Develop a passion for excellence.

<u>Character</u>

The "C" in VECTOR is for character ... Leadership begins with personal example.

There's been a lot of talk about character recently ... Some people seem to be a bit confused about it ... Someone put it this way:

- **Your Image is who you want people to believe you are.**
- **Your Reputation is what people believe and say about you.**
- **Your Character is who you really are ... In other words, character is about what you do when no one's looking.**

Secretary of the Navy Dalton puts character in perspective: "The question of military character and ethics is not an abstract topic for discussion. It is a readiness issue. It is a readiness issue because without ethical leadership in our armed forces, there can be no trust by subordinates in the orders of their superiors."

Character... is who you are when no one is looking!

Teamwork

The "T" in VECTOR stands for teamwork ... The result of effective leadership is good teamwork ... for by definition, leadership means taking a group of disparate individuals and turning them into an effective team.

The price of disunity is defeat ... In the words of the New Testament: "Any kingdom divided against itself is laid waste, and a house divided against itself will not stand" ... Clearly, a ship or squadron which is permeated by jealousy, backbiting or dissension is in deep trouble ... Maintaining unity is a tough job for a leader ... egos are involved ... and our officer evaluation systems often require relative ranking.

Let me give you two pieces of advice.

First, how you view your job is critical ... You will have immense power to better the condition of the men and women who serve under you, whether it's the basics—such as clean living conditions or quality food—or more subtle areas, like recognition and advancement ... Ask yourself every morning, "How can I use my position to help those entrusted to me?" ... In short, take care of your people.

Second, be approachable ... Make sure people feel as comfortable bringing you bad news as good news ... Remember, you don't have all the answers ... Put your transmitter in standby and listen to advice and counsel from your subordinates ... To quote another proverb: "Every purpose is established by counsel, and with good advice make war."

Organization

Naval officers have an obsession for organization charts ... Have you ever noticed that nearly every Pentagon briefing contains a wiring diagram as one of the first few slides? ... As a junior officer, I never understood why.

To a cynic, it's a simple case of putting form over function ... It's true that bureaucrats sometimes tend to worry more about protecting their turf than getting the job done ... But there is a healthy reason for getting the organization right ... It has to do with responsibility, authority, and accountability ... The bottom line is that leadership by committee doesn't work, and it especially doesn't work in combat ... Knowing who is responsible for what is a matter of life and death.

Another reason to get the organization right is to make sure that things don't fall through the cracks ... As J-5 I'm responsible for drafting plans and strategy, but the J-3 is responsible for their execution ... As you might guess, the boundary between planning and execution isn't a firm line in the sand ... My advice—read your charter ... Know your responsibilities and make sure you have the requisite authority to carry them out ... Then ... Be accountable and take responsibility for your actions and those of your subordinates.

Another aspect of this boring subject of organization is the chain of command ... As a junior officer, I thought the chain of command was the most unwieldy, inefficient system devised by man ... Let's face it—it takes time to tell the chief, who tells the LPO, who tells the work center supervisor, who tells the petty officer, who tells the seaman what to do ... On the face of it, it's a lot easier to go to the seaman and tell him directly ... Several thousand years of experience show, however, that while the chain-of-command is bulky, it's still the best method for transmitting orders ... This is not a new idea, by the way ... Check out Exodus Chapter 18 for one of the first recorded descriptions of the chain-of-command.

By the way, there's a particular temptation here for bright people—which you all are—and that's to do it all yourself, to oversee every detail ... resist that temptation! ... Your challenge is to foster an environment in which you are expendable—now that's good leadership.

Respect

It seems fashionable these days to tear down institutions and to denigrate people in positions of authority ... In Washington, it's a varsity sport ... as former Chairman of the Joint Chiefs of Staff Bill Crowe and others have noted—only partly in jest, "If you want a friend in Washington, get a dog" ... Somehow I suspect that it's not a coincidence the President named his new dog "Buddy" ... Although authority-bashing may be popular, it is just plain wrong.

Respect is the glue which binds people and organizations together ... It's what makes ships and units successful in combat ... As you get more senior, you get to the point where you can walk aboard a ship and—within a few minutes—take its temperature ... Good ships and good units all have one thing in common—a healthy atmosphere of respect for authority ... You can

sense it ... Now, I'm not talking about fawning servility, or any form of greasiness ... and I'm not talking about respect for admirals or generals ... I am talking about healthy respect—up and down the line to be sure—but honest respect for authority ... Foster that respect.

Vision ... Excellence ... Character ... Teamwork ... Organization ... Respect ... VECTOR!

Nothing revolutionary—just basic stuff ... Recalling king Solomon's quote, there's nothing new under the sun ... In fact, it's all summarized by a quote which was in my *Reef Points* in 1962 ... I've forgotten the author, but not the words: "Take care of your men, and practice daily with the guns."

That pretty well sums it up—I hope to see all of you wearing stars in 15 years.

Thank you for allowing me to share your special day ... Godspeed, and God bless you all.

DRAFT
"Principled Leadership in Pressured Times"
Christian Embassy Address
VADM John Scott Redd
3 March 1998

Thank you John, for that kind introduction [RADM John Hutson, Navy JAG, will introduce] ...

Admiral Clark [VADM Vern Clark, USN], General Steele [LTG Martin Steele, USMC], distinguished guests ...

It is a genuine pleasure to be with you here tonight. First of all, as someone noted, time spent outside the Pentagon ... is time well spent! That's especially true given the events of the past month. As you can see from the program, the subject tonight is "Principled Leadership in Pressured Times." When we chose that title several months ago, we certainly didn't realize how timely the topic would be.

More importantly, however, I appreciate the opportunity to break bread and fellowship with a very special group of people—that's you! You play a special role. I know that first hand, because I've worked with many of you in this room on some of the most sensitive and important issues of the day. You are absolutely critical to the smooth functioning of our mil-to-mil relations and for that I applaud you. In a very real way, you are peacekeepers of the best kind. [Give yourselves a hand]

Finally, it's great to be at any function sponsored by the Christian Embassy. I've been associated with this superb group of folks off and on for over ten years now and have

been greatly blessed by their ministry. I hope, and believe, you will benefit from their support as well.

Now, to the business at hand ... Leadership ... Talk about a daunting task! I didn't get to be an admiral by not knowing my limitations ... even though I wear three stars, discussing leadership with such a distinguished group of military officers as is assembled here tonight is like a friar preaching to the College of Cardinals ... any personal advice I give will be just that, and worth about as much as you paid for your admission tonight—that is to say, zero ... or perhaps more charitably ... a free meal ...

So I'm going to take a different tack. Instead of telling you what Scott Redd thinks about leadership, let me call on a much more authoritative source ... Indeed, I would argue, the most authoritative source. That, for me, and many in this room, is a well known but often underutilized reference book. It was written by a unique but diverse group of people over many years. They were experienced in numerous fields of human endeavor. Some were warriors and generals. Others were heads of state and commanders-in-chief. Some were high cabinet officials and advisors, while others were doctors and professionals. Several were simple laborers, including a fisherman. But they all had one thing in common ... they were inspired to record a very special story ... one that stretches over many centuries. It is a book full of wisdom and practical advice on virtually every subject known to man, and many which are otherwise foreign to our experience ... The book, of course, is the Bible.

So what I would like to do tonight is discuss leadership from the Biblical standpoint. ... Specifically, what does the Bible teach us about leadership?

Before I try to answer that question, allow me to digress to tell you about my background ... I'm a Christian. Labels are tough, but I guess you could call me "born again," as long as you take it in the original Biblical context. It wasn't always that way. As a young man growing up in Iowa, God was never very personal to me. In fact, it wasn't until my first year at the Naval Academy that spiritual matters became a personal and central part of my life. During the summer of 1962, a friend presented me with what the Bible calls the gospel—the good news of Jesus Christ. Basically he explained that man has two choices, to be born once and be twice dead ... or to be born twice and die once. What he was talking about, of course, is our spiritual and physical natures. All of us here were born into physical bodies and—I hate to be the one to break this to you—all of us will leave this physical body behind. The issue my friend raised was the spiritual issue ... what the Bible means when it says we must be "born again" through faith in Jesus Christ. By God's grace I became a Christian that hot summer night in Annapolis ... It was the most important decision I have ever made, or ever could make, and it has changed my life dramatically.

The next period of significant development occurred a decade later in California. I was a student at the Naval Postgraduate School when a chaplain challenged me to a deeper Christian walk ... It was a different but defining experience in my life.

Among the key outcomes of that experience was a deep interest in the Bible. I came to an abiding belief in its nature as the inspired word of God—as well as in the absolute and unchanging character of its principles, and in its relevance to <u>every</u> aspect of our lives.

Now that you know a little more about where I am coming from, let me turn to the subject at hand.

In 1980, after receiving orders to command a destroyer, USS KING, I began what has become a lifetime interest—developing a Biblical approach to leadership. What follows is the latest version of my application of Biblical values and principles to the subject of leadership ... It reflects a belief that leaders are made, not born, and that substance is more important than style ...

Since I am in the military, the format I've chosen is—what else? An acronym. The acronym—which hopefully has some relationship to the subject—is VECTOR, as in that which indicates *direction* and *strength* ... The six principles for which it stands are vision, excellence, character, teamwork, organization, and respect.

<u>Vision</u>

The "V" in VECTOR stands for Vision. . . Simply put, vision is the inspiration which motivates us ... it's what gives a sense of purpose to our work and sacrifice at the end of a long day or a long deployment ... It's the compass which sets a command on course and keeps it pointed fair when heavy seas buffet.

There's a passageway in the Pentagon that is very special to me. It is the short hallway which leads from the Office of the Secretary of Defense, Secretary Cohen, into the National Military Command Center. Every day for the past eighteen months I have walked down that passageway to meet with the Chairman and Vice Chairman of the Joint Chiefs of Staff. (In fact, I've spent more time than I like to remember walking down that hallway.) During President Bush's administration, I worked for then Secretary of Defense Dick Cheney. Every morning during the seven months of Operations Desert Shield and Desert Storm, we would muster in Secretary Cheney's office and walk down to meet with General Colin Powell and Admiral Dave Jeremiah to discuss the Gulf War ... What makes that walk special is this ... The last thing you see before entering the Command Center, where the serious military issues of the day are discussed, is a quotation on the wall—emblazoned in gold letters. It is a verse taken from the Old Testament Book of Proverbs, and says, simply ... "Where there is no vision, the people perish."

Arguably, there are few areas of human endeavor for which that passage is more literally true than the military profession—and it is true at all levels of leadership ... A leader without a vision has a command without a vision ... Whether it's a squadron, a battalion, or an aircraft carrier, a command without a vision is rudderless ... It has a hundred different priorities—which is to say it has none ... One of the first tasks of a leader is to articulate a vision for his command ... and communicate that vision clearly, effectively, and often.

Excellence

The "E" in VECTOR stands for excellence. The need for excellence is self-evident. Our business is warfare. It's trite but true—there's no prize for second place in war ... Colossians 3:23 sets the standard for our attitude: "Whatever you do, work at it with all your heart, as working for the Lord, not for men." ... Excellence must be our standard ... our very lives depend on it.

There's a catch, however. Excellence in what? There's a lot to do. The Bible says that Jesus did "all things well." ... but I've yet to see a ship or squadron which did everything right. Indeed, as someone has said, "You can't be anything if you want to be everything." That's where your vision comes in—to help you decide where to focus your effort.

But in our business, it's not enough just to do the right thing. We are also called to do it the right way ... In other words, the end doesn't justify the means ... We don't kill innocent civilians ... lie or cheat to get ahead ... and we don't achieve personal success at the expense of our subordinates.

Finally, there is an even tougher test ...A test which goes to the very center of our being—our motivations ... Not only are we to do the right thing in the right way—we are to do it for *the right reason* ... In I Samuel 16:7, the Lord instructs Samuel on what counts in a leader: "...The Lord does not look at things man looks at. Man looks at the outward appearance, but the Lord looks at the heart." God is just as interested in our motivation as He is in our actions ... maybe more so.

An effective command has a clear vision ... and a passion for excellence.

Character

The "C" in VECTOR is for character ... The connection between leadership and character runs throughout the Scriptures ... Proverbs 29:2 notes: "When the righteous are in authority, the people rejoice." ... The New Testament books of I Timothy and Titus outline some very specific qualifications for leadership in the church ... But I believe they are worthy guidelines for all of us.

The reason is pretty simple ... Leadership begins with personal example ... and our actions are driven by our character.

There's been a lot of talk about character recently. Many people seem to be a bit confused about it ... Someone put it this way:

- **Your Image is who you want people to believe you are.**
- **Your Reputation is what people believe and say about you.**
- **Your Character is who you really are.**

... In other words, character is about what you do when only God is looking.

I am reminded of a quote by John Dalton, our Secretary of the Navy, which I think is quite good. He says: "The question of military character and ethics is not an abstract

topic for discussion. It is a readiness issue. It is a readiness issue because without ethical leadership in our armed forces, there can be no trust by subordinates in the orders of their superiors."

Character ... is who you are when only God is looking!

Teamwork

The "T" in VECTOR stands for teamwork. Teamwork strikes to the very heart of leadership ... If you ask a junior officer about leadership, chances are he'll begin by talking about teamwork, in one form or another. And he should ... By definition, leadership means taking a group of individuals and turning them into an effective team.

The price of not being a team - - of disunity - - is high. According to the Bible, it's defeat ... In the words of Luke 11:17: "Any kingdom divided against itself is laid waste, and a house divided against itself will not stand."

The Bible is full of practical examples of leadership skills.. . . I won't spend much time on the details because you already know them ... you learned them as junior officers ... You wouldn't be where you are today if you weren't good leaders ... So rather than remind you of specifics, let me focus on a few overriding principles.

Perhaps the most important attribute of a good leader is really an attitude ... Let me illustrate. . . In the small Iowa town I grew up in, they don't know much about the military. . . When I go home and walk around the town, the first question I get, particularly from the old timers - - and usually after a few seconds of staring at me - - is "You're John's boy,

aren't you?" . . . Now, my father passed on a decade ago, but I'm still "John's boy." The next question is more telling. And it's just as predictable as the first. "Are you still in the Service?" Not the Army. Not the Navy. Not the Air Force or the Marine Corps. . . but "The Service." I love it, because it captures what we do - - we serve our countries. We need to remember that as leaders. . .Some here might not agree, but I would submit to you that having a servant's heart is one of the most important attributes of a Biblical leader ... Christ, tells us we are to behave differently than the arrogant leaders of His day. He said, "Whosoever wishes to become great among you shall be your servant, and whoever wishes to be first among you shall be your slave; just as the Son of Man did not come to be served but to serve."

As senior military leaders, we have immense power to better the condition of the men and women who serve under us ... A wise leader always asks himself, "How can I use my position to help those entrusted to my leadership?" ... In short, take care of your people and they will take care of you.

Another trait of a teamwork leader is "approachability"... A wise leader makes sure people feel as comfortable bringing bad news to him as well as good. The point is, no matter how smart or experienced you are, no one has all the answers ...The Biblical view is clear. Winning in warfare requires listening to our subordinates. Proverbs 20:18 says: "Every purpose is established by counsel, and with good advice make war." I will confess

that process is sometimes painful... Part of my job involves representing the military in what we call the "interagency," the National Security Council organization. I spend hours every week sitting around a room in the basement of the White House appropriately called the "Situation Room." It can be a frustrating experience, especially for one used to the crisp decision making of command. But what seems clear from the Pentagon point of view, may appear differently from State or Justice. In the end, the Biblical admonition makes sense . . . "Every purpose is established with counsel.

Finally, a Biblical leader is humble ... One of the most dangerous pitfalls a leader faces is pride. God's view of pride is clear, and is summarized in Proverbs 16:18, "Pride goes before destruction and a haughty spirit before a fall." ... The converse of pride is humility. Matthew 23:12 says, "And whoever exalts himself shall be humbled and whoever humbles himself shall be exalted." ... We are not talking about false humility, but honest recognition that our talents, our intellect, and our successes are gifts from God.

Organization

The "O" in VECTOR stands for organization ... Military officers have an obsession for organization charts. Have you ever noticed that nearly every military briefing contains a wiring diagram as one of the first few slides? As a junior officer, I never understood why.

There's an important reason for getting the organization piece right ... It has to do with responsibility, authority, and accountability ... The bottom line is that leadership by committee doesn't work, and it especially doesn't work in combat ... Knowing who is responsible for what is a matter of life and death.

Another reason to get the organization right is to make sure that things don't fall through the cracks ... As J-5 I'm responsible for drafting plans and strategy, but my good friend Admiral Vern Clark, as the J-3, is responsible for their execution ... As you might guess, the boundary between planning and execution isn't a firm line in the sand ... The best advice is to read your charter ... Know your responsibilities and make sure you have the requisite authority to carry them out ... Then ... Be accountable and take responsibility for your actions and those of your subordinates.

Respect

Finally, the "R" in VECTOR stands for Respect. It seems fashionable these days to tear down institutions and to ridicule people in positions of authority ... In Washington, it's a varsity sport ... as former Chairman of the Joint Chiefs of Staff Bill Crowe and others have noted—only partly in jest, "If you want a friend in Washington, get a dog." ... The problem is, although authority-bashing may be popular, it's also wrong.

Respect is the glue which binds people and organizations together ... It's what makes ships and units successful in combat ... As you get more senior, you get to the point where you can walk aboard a ship or into a unit and—within a few minutes—take its temperature ... Good ships and good units all have one thing in common—a healthy

atmosphere of respect for authority ... You can sense it ... Now, I'm not talking about fawning servility or false respect ... and I'm not talking only about respect for admirals or generals ... I'm talking about healthy respect—up and down the line to be sure—but honest respect for authority. A good leader fosters that respect.

Vision ... Excellence ... Character ... Teamwork ... Organization ... Respect ... VECTOR!

Nothing revolutionary—just basic stuff which most leadership texts have contained over the years. And that should be no surprise ... Recalling King Solomon's quote in Ecclesiastes, "There's nothing new under the sun." ... And if VECTOR is too hard to remember, let me summarize it in a quote I learned as a plebe at Annapolis: "Take care of your men, and practice daily with the guns."

That pretty well sums it up.

Let me close with a last observation. My purpose tonight has been to illustrate the practical aspects of the Bible as it applies to the core skill of our profession. . . As there are physical laws which govern the material universe, so there are spiritual principles which guide human interaction ... For the Christian, the spiritual foundation is the Bible ... But I don't want to leave you with the impression that Christianity is solely an intellectual or mental experience, or just another worthy philosophy ... Christianity is those things, but it

is much, much more ... At it's core, Christianity is a personal relationship with a close friend, Jesus Christ. He is the centerpiece of what it means to be a Christian. Not sound doctrine, although that's important, ... not beautiful churches and music, although they lift the spirit ... and not even how one lives his life, although obedience is central to faith ... No, for the Christian, it's a personal relationship with the Son of God. Christ has blessed me greatly with a wonderful wife and children and he's led me through some pretty rough times, including serious illness... I've staked my life on Him ... and I've found Him to be absolutely faithful.

Thank you all for coming... It has been a high privilege to share this evening with you. May God bless you all as you carry out your important calling.

VADM REDD'S REMARKS
COMUSNAVCENT/COMFIFTHFLT
CHANGE OF COMMAND
MANAMA, BAHRAIN
17 JULY 1996
International audience & media

AMENITIES

DISTINGUISHED GUESTS

LADIES AND GENTLEMEN

SHIPMATES

HOW DO YOU LEAVE THE BEST JOB IN THE NAVY? THE ANSWER IS, "IT'S TOUGH." IT'S EQUALLY HARD TO PUT THE LAST TWO YEARS IN PERSPECTIVE, BUT LET ME TRY.

I HAVE BEEN COMING OUT TO THE GULF FOR ALMOST TEN YEARS.

MY FIRST VISIT WAS IN 19-87. U-S-S STARK HAD BEEN HIT BY A CRUISE MISSILE LAUNCHED FROM AN IRAQI AIRCRAFT. AS A DESTROYER SQUADRON COMMODORE, I HAD JUST BEEN GIVEN THE TASK OF TRAINING SHIPS DEPLOYING TO THE GULF. THERE WAS, IN SHORT, A THREAT IN THE REGION AND THE UNITED STATES RESPONDED.

THE SECOND TIME I CAME TO THE GULF WAS IN 19-90....AUGUST THE SIXTH, 19-90 TO BE PRECISE. SADDAM HUSSEIN HAD JUST INVADED KUWAIT. I WAS WORKING FOR SECRETARY OF DEFENSE DICK CHENEY AND WAS IN HIS OFFICE WHEN PRESIDENT BUSH CALLED AND LAUNCHED US ON A MISSION TO THE REGION TO SEE KING FAHD, SHEIK ISA AND OTHER GULF LEADERS.

THERE WAS A THREAT IN THE REGION AND THE U-S RESPONDED BY SENDING AN OVERWHELMING FORCE OF HALF A MILLION SOLDIERS, SAILORS, AIRMEN AND MARINES WHICH INCLUDED SIX AIRCRAFT CARRIERS.

MY THIRD TRIP TO THE GULF WAS ONE YEAR LATER WHEN I COMMANDED THE U-S-S EISENHOWER CARRIER BATTLE GROUP. DESERT STORM WAS OVER, BUT THERE WAS A CONTINUING THREAT IN THE REGION AND AGAIN THE UNITED STATES RESPONDED.

MY FOURTH DEPLOYMENT BEGAN A SHORT TWENTY-TWO MONTHS AGO WHEN I ASSUMED COMMAND OF ALL NAVAL FORCES IN THE REGION. THREATS REMAINED....IN FACT JUST FOUR WEEKS AFTER I REPORTED THE IRAQI'S PUT 80,000 TROOPS ON THE KUWAITI BORDER AND, JUST AS BEFORE, THE U-S RESPONDED BY SENDING APPROPRIATE FORCES.

SO WHAT'S THE POINT, ADMIRAL. THAT'S AN INTERESTING TRAVELOGUE, BUT WHAT'S IT MEAN?

THE POINT IS VERY SIMPLE BUT EXTREMELY IMPORTANT. THE MESSAGE IS THAT DURING THOSE TEN YEARS, **THE COMMITMENT WAS CONSTANT.**

PRESIDENT REAGAN, PRESIDENT BUSH AND PRESIDENT CLINTON...THREE PRESIDENTS FROM BOTH POLITICAL PARTIES OVER THOSE TEN YEARS KEPT THE COMMITMENT CONSTANT...AND WHILE THE THREAT WAS DIFFERENT AND THE FORCES RESPONDING TO THOSE THREATS WERE DIFFERENT, THEY WERE ALWAYS THE RIGHT FORCE AT THE RIGHT TIME ALWAYS DEMONSTRATING WHAT SECRETARY OF STATE CHRISTOPHER CALLS OUR IRONCLAD COMMITMENT TO THE REGION.

AND, JUST AS YOU WOULD EXPECT TO HEAR FROM THE FLEET COMMANDER, A LOT OF THE IRON IN THAT COMMITMENT IS FLOATING AROUND IN THE GULF. IN FACT, A YEAR AGO WE FORMALIZED THE NAVAL PART OF THE U-S COMMITMENT BY RECOMMISSIONING THE UNITED STATES FIFTH FLEET, THE FIRST NEW FLEET IN HALF A CENTURY.

TEN YEARS OF PERSONAL EXPERIENCE HOWEVER, DOESN'T BEGIN TO TELL THE STORY. FIRST, THE NAVY HAS BEEN IN THE GULF FOR HALF A CENTURY. MOREOVER, IT'S NOT JUST THE NAVY. IT'S A JOINT COMMITMENT. THIS THEATER IS A MODEL OF JOINT OPERATIONS. SAILORS AND MARINES OPERATE DAILY WITH SOLDIERS, AIRMEN AND COASTGUARDSMEN.

AND IT'S NOT JUST PEOPLE IN UNIFORM. THE COMMITMENT HAS ECONOMIC AND DIPLOMATIC DIMENSIONS AS WELL, CARRIED OUT BY THE OUTSTANDING COUNTRY TEAMS IN THE REGION, EACH LEAD BY OUTSTANDING AMBASSADORS. WE ARE HONORED TO HAVE THREE OF THEM HERE TODAY, AMBASSADORS DAVID LITT FROM ABU DHABI, PAT THEROS FROM DOHA AND, OF COURSE, OUR OWN DAVID RANSOM.

AND EVEN THAT IS NOT THE WHOLE STORY, BECAUSE IT'S NOT JUST AN AMERICAN COMMITMENT. WE WORK CLOSELY WITH DIPLOMATS AND MILITARY MEN FROM MANY NATIONS. YOU MAY NOT REALIZE IT, BUT THE LARGEST MARITIME SANCTIONS OPERATION IN HISTORY IS GOING ON AS WE SPEAK, OUT IN THE GULF. IT IS A TRUE MULTINATIONAL FORCE THAT IN THE PAST YEAR ALONE HAS INVOLVED THIRTEEN NATIONS, MANY OF WHOSE AMBASSADORS ARE HERE TODAY.

FROM THE MILITARY SIDE, WE LIVE OUT OUR CONSTANT COMMITMENT IN TWO WAYS -- FIRST BY DETERRING THOSE WHO WOULD THREATEN THE PEACE THROUGH AGGRESSION OR BY EXPORTING TERRORISM. AT THE SAME TIME, WE SEEK TO REASSURE OUR FRIENDS. SECONDLY, IF THAT DETERRENCE FAILS, WE ARE PREPARED TO FIGHT AND WIN IN ANY CONFLICT AT ANY LEVEL WITH OVERWHELMING FORCE.

IS THE COMMITMENT WORTH IT? IS IT WORKING? I COULD GIVE YOU A LOT OF STATISTICS ABOUT WHAT WE'VE DONE THE PAST TWO YEARS, BUT THE MESSAGE IS MUCH MORE SIMPLE... IT'S WHAT DIDN'T HAPPEN. WE DIDN'T GO TO WAR...TRADE AND COMMERCE CONTINUE... A THOUSAND OTHER ACTIVITIES OF DAILY LIFE CONTINUE. THE REASON IS -- CONSTANT COMMITMENT MAKES DETERRENCE WORK.

YES, THE COMMITMENT TO MAINTAINING PEACE, STABILITY, AND SECURITY IN THE REGION IS CONSTANT. AND MAKE NO MISTAKE... THAT COMMITMENT IS NOT UNDERTAKEN LIGHTLY. NOR IS IT AN EASY BURDEN. THE COSTS ARE HIGH -- HIGH IN TERMS OF SHIPS, HIGH IN TERMS OF RESOURCES, BUT MOST IMPORTANTLY, HIGH IN TERMS OF PEOPLE.

IT TAKES MORE THAN JUST SHIPS OR AIRCRAFT TO ACCOMPLISH OUR MISSION HERE. IT TAKES PEOPLE WHO SERVE.... PEOPLE WHO SERVE IN SUPPORT OF THEIR NATION. TODAY OVER 20,000 AMERICAN SERVICEMEN ARE ON DUTY IN THE THEATER. 15,000 OF THEM ARE FIFTH FLEET SAILORS AND MARINES. SOME OF THEM YOU SEE HERE IN RANKS... MOST ARE AT SEA, OR IN THE AIR.

THEY ARE THE TEETH OF THE COMMITMENT. THEY SERVE HONORABLY AND THEY SACRIFICE IN THAT SERVICE. THEY LEAVE THEIR FAMILIES, FRIENDS, AND ALL THE COMFORTS OF HOME FOR HALF A YEAR. THEY WORK AT DANGEROUS JOBS, THEY WORK HARD, AND THEY WORK IN DIFFICULT CIRCUMSTANCES. AND THEY DAILY FACE THE POSSIBILITY OF MAKING THE ULTIMATE SACRIFICE -- THE SACRIFICE OF THEIR LIVES THEMSELVES, AS WE HAVE BEEN SO SADLY REMINDED RECENTLY.

THEY ARE TRUE HEROES, OFTEN UNSUNG, AND THEY DESERVE OUR THANKS AND PRAYERS.

SO LET ME SAY A FEW THANK YOU'S TO THOSE WHO SERVE IN THE CAUSE OF PEACE.

FIRST, TO HIS HIGHNESS THE AMIR, SHEIK ISA BIN SULMAN AL KHALIFA. THANK YOU FOR YOUR VISION, FRIENDSHIP AND SUPPORT. YOU HAVE BESTOWED A GREAT HONOR ON THE U-S NAVY BY HOSTING US HERE IN BAHRAIN FOR MANY YEARS. BAHRAIN IS A SHINING EXAMPLE OF ARAB HOSPITALITY AND YOU, AS THE LEADER, HAVE SET THE TONE. I WILL MISS OUR TALKS.

TO HIS HIGHNESS, THE PRIME MINISTER, SHEIK KHALIFA BIN SULMAN AL KHALIFA, AND YOUR GOVERNMENT. THANK YOU FOR THE CLOSE COOPERATION WE HAVE ENJOYED WITH YOU AND ALL YOUR MINISTERS AS WE WORKED TOGETHER TO MAINTAIN PEACE IN THE REGION. THAT COOPERATION REMAINS A MODEL.

TO HIS HIGHNESS, THE CROWN PRINCE AND COMMANDER IN CHIEF, SHEIK HAMAD BIN ISA AL KHALIFA, AND TO THE COMMANDERS AND MEMBERS OF THE BAHRAIN DEFENSE FORCE. THANK YOU FOR WALKING SHOULDER TO SHOULDER WITH US TO CARRY THE BURDEN OF PEACE.

TO MY BOSS, GENERAL PEAY, YOU HAVE BEEN A CONTINUAL SOURCE OF WISDOM AND INSPIRATION. NOBODY KNOWS BETTER THAN YOU THAT IT GETS LONELY AT THE TOP, AND YOUR ENCOURAGEMENT HAS MEANT MORE THAN YOU WILL EVER KNOW. THANK YOU FOR YOUR STRONG, CARING AND INVOLVED LEADERSHIP AND SUPPORT.

TO DAVID RANSOM, YOU HAVE BEEN OUR COUNTRY TEAM LEADER AND A TRUE FRIEND. YOUR WISDOM AND COUNSEL HAVE BEEN INVALUABLE AND I TREASURE YOUR FRIENDSHIP. YOU AND MARJORIE ARE, IN NAVY TERMS, A CLASS ACT.

TO ADMIRALS ED MOORE AND TIM BEARD, AND COMMODORE DAVE STONE, COMMANDER DESRON FIFTY AND COMMANDER OF THE MIDDLE EAST FORCE. YOU REPRESENT THE 15,000 SAILORS AND MARINES AT SEA ON THE TIP OF THE SPEAR. WELL DONE AND THANK YOU FOR THE JOB YOU DO. YOU'RE THE REASON WE'RE HERE.

TO COMMODORE BOB RANKIN, LOGISTICS FORCE COMMANDER, CAPTAIN TOM FEEKS, COMMANDING A-S-U, YOUR STAFFS AND ALL THE TENANT COMMANDS... WELL DONE. YOU ARE TRULY MIRACLE WORKERS. YOU DO WITH A FEW HUNDRED PEOPLE WHAT OTHER THEATERS DO WITH MANY THOUSANDS.

FINALLY AND FOREMOST, TO MY DEPUTY MIKE BORDY, MY CHIEF OF STAFF FRED CRECILIUS, MY PERSONAL STAFF, AND THE OFFICERS, MEN AND WOMEN WHO ARE THE STAFF OF NAVCENT AND FIFTH FLEET AS WELL AS TO YOUR FAMILIES: THANK YOU. THE PROVERBS SAY THAT "EVERY PLAN IS CONFIRMED BY COUNSEL AND THUS BY WISE GUIDANCE YOU CARRY OUT WAR." YOU HAVE BEEN THAT WISE COUNSEL. IF WE COULD REVEAL THE DETAILS, YOUR LIST OF ACCOMPLISHMENTS IN THE PAST TWO YEARS WOULD BELONG IN THE GUINNESS BOOK OF WORLD RECORDS.

WE WILL MISS YOU ALL, BUT WE ARE LEAVING YOU IN GOOD HANDS. VADM TOM FARGO IS ONE OF THE RISING STARS IN OUR NAVY AND YOU WILL SOAR UNDER HIS LEADERSHIP. TOM, YOU'RE GETTING A GROUP OF HEROES. DONNA AND I WISH YOU AND SARAH ALL SUCCESS AS YOU BEGIN THIS MAGICAL TOUR.

LET ME CLOSE ON A PERSONAL NOTE. WITHOUT A DOUBT, THIS HAS BEEN THE BEST TOUR OF DUTY DONNA AND I HAVE HAD IN ALMOST 30 YEARS OF SERVICE. THAT'S TRUE IN BOTH PROFESSIONAL AND PERSONAL TERMS. SIMPLY STATED, WE HAVE FALLEN IN LOVE WITH THE REGION AND ITS PEOPLE.

LET ME SHARE A FEW IMAGES FROM A BRIEF PICTURE ALBUM OF EXPERIENCES.

- PICTURE THE HONOR AND PRIVILEGE OF MEETING WITH HEADS OF STATE IN BAHRAIN, JORDAN, KUWAIT, QATAR AND ERITREA.

- PICTURE MEETING WITH SOMALI WARLORDS TO DELIVER A MESSAGE FROM THE PRESIDENT... THEN GETTING THE REPORT THAT THE LAST MARINE IS SAFELY OFF THE BEACH AT MOGADISHU.

- CLOSER TO HOME, IT'S PICTURES OF CLIMBING THE JEBEL WITH MY TWO SONS, SCOTTY AND ADAM, AND WATCHING THE SUN SET OVER THE WESTERN DESERT.

- PICTURE THE RHYTHM OF DAILY LIFE IN THE MIDDLE EAST, PUNCTUATED BY THE CALLS TO PRAYER.

- PICTURE WATCHING LITTLE LEAGUE GAMES PLAYED ON A TRUE SAND LOT, SITTING NEXT TO FATHERS IN THOBES AND GUTTRAS.

- PICTURE CELEBRATING THE FOURTH OF JULY -- OUR COUNTRY'S NATIONAL DAY -- IN A FAR AWAY LAND.

- PICTURE THE STARTLING BLUE GREEN OF THE ARABIAN GULF AS WE DESCEND TO LAND ON THE AIRCRAFT CARRIER. AND THE

MAJESTY OF THE MUSANDAM PENINSULA AS WE TRANSIT THE STRAIT OF HORMUZ.

- PICTURE THE GENTLE DISCIPLINE OF MAJLIS HOSPITALITY, MODULATED BY CARDOMAN COFFEE, TEA, AND WARM CONVERSATION.

- PICTURE THE WARMTH OF TRUE HOSPITALITY EXTENDED BY SO MANY OF YOU HERE.

THANK YOU, GOD BLESS YOU ALL. GOD BLESS THE UNITED STATES NAVY. AND GOD BLESS AMERICA.

VADM JOHN SCOTT REDD
CLASS OF '66 RETIREMENT CEREMONY
MEMORIAL HALL, U.S. NAVAL ACADEMY
ANNAPOLIS, MARYLAND
6 JUNE 1996

SECRETARY CRAMER, ADM MINTER, ADM KINNEY, FELLOW FLAG OFFICERS, DISTINGUISHED GUESTS, AND MEMBERS OF THE CLASS OF 1966.

GOOD MORNING.

GREAT TO BE HERE. DONNA WANTED TO BE HERE IN THE WORST WAY, AND SENDS HER LOVE AND WARM REGARDS FROM BAHRAIN -- WARM IS MORE THAN FIGURATIVE, IT WAS 117 DEGREES WHEN I LEFT MONDAY.

THIS IS A FUN DAY. LET ME START IT WITH A FUN QUOTE FROM A A MILNE. IT GOES LIKE THIS:

"IT WAS GOING TO BE ONE OF RABBIT'S BUSY DAYS. AS SOON AS HE WOKE HE FELT IMPORTANT, AS IF EVERYTHING DEPENDED ON HIM. IT WAS JUST THE DAY FOR ORGANIZING SOMETHING, OR FOR WRITING A NOTICE SIGNED "RABBIT." OR FOR SEEING WHAT EVERYBODY ELSE THOUGHT ABOUT IT. . . . IT WAS A CAPTAINISH SORT OF DAY . . WHEN EVERYBODY SAID "YES RABBIT" AND "NO RABBIT" AND WAITED UNTIL HE HAD TOLD THEM."

A A MILNE MAY NOT BE A HOUSEHOLD WORD FOR SOME OF YOU, BUT THOSE WITH CHILDREN OR, ESPECIALLY GRANDCHILDREN, RECOGNIZE HIM AS THE AUTHOR WHO BROUGHT US WINNIE THE POOH.

WINNIE THE POOH NOTWITHSTANDING, TODAY IS A CAPTAINISH SORT OF DAY. A VERY SPECIAL DAY, AND I APPROACH MY RESPONSIBILITIES TODAY WITH A SENSE OF AWE AND REVERENCE. WHAT A MOMENT. WHAT A SENSE OF HISTORY. WHAT A SURGE OF EMOTIONS.

BASICALLY, I HAVE TWO TASKS TODAY. THE FIRST, AND MOST IMPORTANT, IS TO PRESIDE OVER THE RETIREMENT OF TEN CAPTAINS -- TEN CLASSMATES WHO HAVE RUN THE RACE AND WHO HAVE FINISHED STRONG. APPROPRIATELY, THEY HAVE DECIDED TO LEAVE THE NAVAL SERVICE JUST AS THEY ENTERED IT -- AS A BAND OF BROTHERS, TO USE LORD NELSON'S TERM.

THE SECOND TASK IS ALSO IMPORTANT, IT IS TO PAUSE AND MARK A MAJOR LANDMARK -- TO CELEBRATE THE SERVICE OF THE UNITED STATES NAVAL ACADEMY CLASS OF 1966 TO THE NAVY AND THE NATION. FOR, IN A VERY REAL SENSE, WITH TODAY'S CEREMONY THE CURTAIN FALLS ON THE MAIN ACT OF THE NAVAL SERVICE OF THE CLASS OF 1966. THERE WILL STILL BE A FEW ENCORES -- AND SEVERAL OF US ARE PRIVILEGED TO CONTINUE ON FOR A FEW MORE YEARS, BUT IN THE MAIN, TODAY'S CEREMONY SIGNALS THE END OF AN ERA -- THE ERA OF THE CLASS OF 1966.

AND WHAT AN ERA IT'S BEEN. LET ME TAKE YOU ON A QUICK VOYAGE DOWN MEMORY LANE.

ON 27 JUNE 1962, SOME 1300 YOUNG MEN REPORTED FOR DAY ONE OF THE CLASS OF SIXTY-SIX. THAT DAY, OUR WORLD BECAME VERY MUCH SMALLER AND VERY MUCH CONCENTRATED INSIDE THE YARD AND THE GRAY WALLS OF MOTHER B. WE ALL HAVE MEMORIES OF THAT DAY. FOR ME, THE SMELL OF NEWLY ISSUED WHITE WORKS STILLEVOKES AN ALMOST NEURALGIC RESPONSE.

OUTSIDE THE YARD, LIFE CONTINUED. THE BERLIN WALL HAD BEEN PUT UP THE YEAR BEFORE AND THE COLD WAR WAS IN FULL SWING. JOHN F. KENNEDY, A NAVY HERO, WAS PRESIDENT. TONY BENNET WON THE GRAMMY FOR "I LEFT MY HEART IN SAN FRANCISCO" WHILE WE LEFT OURS IN OUR HOMETOWN.

FOUR YEARS LATER ON 8 JUNE 1966, 869 OF US GRADUATED. LYNDON JOHNSON WAS PRESIDENT FOLLOWING THE ASSASSINATION OF JFK. BALTIMORE BEAT LOS ANGELES IN THE WORLD SERIES. AND, WHILE ROCK AND ROLL WAS KING --- FRANK SINATRA WON THE GRAMMY FOR "STRANGERS IN THE NIGHT." BUT WE, THE ENSIGNS AND FIRST LIEUTENANTS OF THE CLASS OF 66, WERE NO LONGER STRANGERS -- WE WERE A BAND OF BROTHERS READY FOR THE WORLD'S FIGHT. AND TODAY, WE ARE BACK HERE AGAIN, IN A PLACE MANY OF US COULD NOT WAIT TO LEAVE 30 YEARS AGO.

YOUNG AND ENERGETIC, WE DEPARTED USNA TO MAKE OUR MARK IN THE FLEET -- TO SERVE OUR NATION. OUR CLASS MOTTO SUMMED IT UP IN A WAY WHICH HAS STOOD THE TEST OF TIME: "NON SIBI SED PATRIAE" -- NOT FOR SELF BUT FOR COUNTRY.

THE ROCK SOLID, FOUR YEAR EXPERIENCE OF ACADEMY LIFE WOULD BE WITH US FOREVER.

ONE OF MY FAVORITE BIBLICAL VERSES IS FOUND IN THE OLD TESTAMENT BOOK OF PROVERBS. IT SAYS: "A MAN'S STEPS ARE ORDERED BY THE LORD, HOW THEN CAN A MAN UNDERSTAND HIS WAY." WHO INDEED COULD HAVE PREDICTED ALL THAT WOULD HAPPEN IN 30 YEARS? WHO OF US COULD HAVE CONCEPTUALIZED THAT TIME COULD PASS SO FAST?

WE STARTED OUR CAREERS DURING TREMENDOUS UPHEAVAL IN AMERICA. A FEW WEEKS BEFORE GRADUATION, U-S FORCES BEGAN FIRING INTO CAMBODIA. A FEW WEEKS AFTER, OUR FORCES BEGAN BOMBING HANOI. WE WERE AT WAR.

BY YEAR'S END, WE HAD OVER 385,000 TROOPS IN SOUTH VIETNAM; 60,000 OFF-SHORE; AND 33,000 IN THAILAND. MOST OF US SERVED THERE AND FIVE OF OUR HONOREES HERE TODAY WENT IN COUNTRY, TOM BLOUNT, ED FUTCH, JIM GALVIN, CHUCK GRUTZIUS AND BOB PERCIVAL. SIXTEEN OF OUR CLASSMATES WERE KILLED IN ACTION IN THAT CONFLICT IN A FAR AWAY PLACE. ADMIRAL JOE MOBLEY, WHO'S HERE TODAY, WAS A PRISONER OF WAR.

THEN CAME POST-VIET NAM DRAWDOWN. WE SHRANK. WE HAD RACIAL PROBLEMS. OUR SEASONED PETTY OFFICERS AND CHIEFS LEFT THE NAVY IN DROVES. WE BECAME A HOLLOW FORCE FACED WITH SHIPS THAT STAYED MOORED TO THE PIER BECAUSE THEY WERE NOT READY TO GET UNDERWAY. WE HAD DRUG PROBLEMS.

IT WAS A TOUGH TIME, BUT WE STAYED FOCUSED, DETERMINED, AND STUCK THROUGH THE DRAWDOWN. SERVICE AND SACRIFICE TOOK ON A NEW MEANING. SOME, INDEED, DEPARTED THE PATTERN. BUT, IN THE END, WE STEADIED-UP ON COURSE. WE WENT BACK TO THE BASICS OF OUR PROFESSION, CAPTURED IN THEN CNO TOM HAYWARD'S BATTLE CRY OF "PRIDE AND PROFESSIONALISM," . . . AND IN THE 80'S THE NAVY SOARED.

THE MARITIME STRATEGY PROVIDED A STRATEGIC VISION WHICH COULD BE TRACED FROM THE WHITE HOUSE TO THE DECKPLATES AND READY ROOMS. WITH THAT VISION AS THE END, WE WORKED ON THE MEANS OF ACHIEVING THAT END -- A ZERO TOLERANCE POLICY ON DRUG USE, A COUPLE OF LARGE PAY RAISES, A SOLID EQUAL OPPORTUNITY PROGRAM .... AND THE REAGAN BUILD-UP.

A 600-SHIP NAVY. AEGIS TECHNOLOGY. WE INVESTED IN EQUIPMENT -- BUT MORE IMPORTANTLY WE INVESTED IN PEOPLE. THE ALL-VOLUNTEER CAREER FORCE CAME OF AGE. THE NAVY WAS UNQUESTIONABLY THE WORLD'S BEST.

IN THE END WE ACHIEVED ON OUR WATCH ONE OF THE MOST MONUMENTAL VICTORIES OF THE CENTURY. DURING THE DEDICATION OF THE RONALD REAGAN LIBRARY, FORMER PRESIDENT RICHARD NIXON REMINDED US OF THE FAMOUS KITCHEN SCENE. QUOTE "...SOVIET PRESIDENT NIKITA KHRUSHCHEV JABBED HIS FINGER INTO MY CHEST AND SAID, 'YOUR GRANDCHILDREN WILL LIVE UNDER COMMUNISM.' NIXON REPLIED, 'YOUR GRANDCHILDREN WILL LIVE IN FREEDOM.' ...TODAY KHRUSHCHEV'S GRANDCHILDREN LIVE IN FREEDOM."

THE COLD WAR WAS WON. WHO WOULD HAVE IMAGINED IN 1966 THAT WE WOULD SEE THE BREAK UP OF THE SOVIET UNION, OR THAT THE BERLIN WALL WOULD TUMBLE, OR THAT WE WOULD SHIFT OUR FOCUS FROM BLUE WATER NAVY OPERATIONS AGAINST THE SOVIET FLEET TO LITTORAL WARFARE. THAT WE WOULD WORRY MORE ABOUT REGIONAL CONFLICTS THAN WORLD WAR?

THE NAVY BEGAN TO DEVELOP A POST COLD WAR STRATEGY. THEN WAR CAME AGAIN IN THE MIDDLE EAST. A DESERT STORM AROSE IN THE MIDDLE OF THAT TRANSITION. BUT THE LESSONS OF THE PAST HAD BEEN LEARNED. WE WERE READY AND WE PROVED IT. SOME OF OUR CLASSMATES WERE THERE, INCLUDING MOOSE FOOTE AND TWO OF OUR RESERVES WHO WERE RECALLED, CHUCK GRUTZIUS AND BILL HIGGINS.

TODAY AS WE FINISH THIRTY YEARS OF SERVICE FOR THE CLASS OF 66, ONE TRUTH REMAINS. WHEN YOU CLEAR AWAY ALL THE SMOKE AND MIRRORS OF THE NAYSAYERS, YOU HAVE, STILL SERVING, STILL STANDING, THE BEST DARN NAVY IN THE WORLD.

IT HASN'T BEEN EASY. THE STATISTICS ARE A STARK REMINDER. 1305 ENTERED WITH THE CLASS OF 1966. 869 GRADUATED. 44 DIED ON ACTIVE DUTY IN EVERY RANK FROM ENSIGN TO ADMIRAL. 16 OF THEM FELL IN VIETNAM. TODAY, LESS THAN 40 REMAIN ON ACTIVE DUTY, 18 OF WHOM ARE FLAG OFFICERS. ANOTHER 7 OR 8 CONTINUE AS DRILLING RESERVISTS.

WHAT KIND OF PEOPLE BROUGHT US THROUGH ALL OF THESE CHANGES SO SUCCESSFULLY? LOOK AROUND THE ROOM. GREAT PEOPLE LIKE THESE, THAT'S WHO.

THEIR BIOGRAPHIES ARE IN THE PROGRAM. PROBABLY THE GREATEST FRUSTRATION TODAY IS NOT BEING ABLE TO ADEQUATELY RECOGNIZE EACH OFFICER INDIVIDUALLY. FOR EACH ONE IS A STORY OF INCREDIBLE SUCCESS, SERVICE, PROFESSONALISM, AND COURAGE. LET ME GIVE YOU A FLAVOR:

TOM BLOUNT. NAVY JUNIOR. SERVED IN COUNTRY IN VIET NAM IN PBR'S. THREE MEDALS WITH THE COMBAT "V" FOR VALOR, INCLUDING THE BRONZE STAR. THREE COMMANDS, SPRUANCE DESTROYER O'BRIEN, THE FLEET ANTI-SUBMARINE WARFARE TRAINING CENTER IN SAN DIEGO, AND CRUISER JARRETT. OUTSTANDING CHIEF OF STAFF OF A CARRIER BATTLE GROUP WHICH I WATCHED EXCEL IN THE ARABIAN GULF, LAST YEAR.

PHIL BOZZELLI. 5 STRIPER. I HAVE A TREASURED PHOTO OF MIDN COMMANDER BOZZELLI AND MIDN ENSIGN REDD SITTING WITH ARLEIGH BURKE. FULBRIGHT SCHOLAR. POLICY GURU. SERVED IN KEY PLANS AND POLICY JOBS FOR BOTH THE CNO AND THE SECRETARY OF DEFENSE. EXECUTIVE ASSISTANT TO AN ASSISTANT SECRETARY OF DEFENSE AND OP-06. AN OPERATOR AT SEA. FIRST COMMANDING OFFICER OF FRIGATE, USS STEVEN W. GROVES, COMMISSIONED ON A CLEAR, CRISP DAY IN PORTLAND, MAINE. I HAD THE HONOR OF ATTENDING. COMMANDED VALLEY FORGE, AN AEGIS CRUISER. NAVAL ATTACHE IN ROME.

BRENT CANADAY. NAVY JUNIOR FROM FLORIDA. EARNED HIS WINGS AND FLEW ATTACK AIRCRAFT BEFORE BECOMING AN INTELLIGENCE OFFICER. SERVED IN A CARRIER OFF VIET NAM AND AS THE SENIOR INTEL OFFICER ON ANOTHER CARRIER. SERVED ASHORE, INCLUDING OVERSEAS ASSIGNMENTS IN THAILAND, BELGIUM, GERMANY, AND TWICE IN SPAIN. EVEN MANAGED TO TEACH ME THE BASICS OF INTELLIGENCE AS A PROSPECTIVE COMMODORE IN THE 1980'S. COMMANDED AN OVERSEAS INTELLIGENCE OPERATION.

MOOSE FOOTE. ARMY JUNIOR, SON AND GRANDSON OF WEST POINTERS WHO SAW THE LIGHT AND CAME TO ANNAPOLIS. PLANNING, PROGRAMMING AND BUDGETING EXPERT ASHORE. THREE COMMANDS AT SEA -- A PATROL GUNBOAT, USS GREEN BAY, A SPRUANCE DESTROYER, USS PETERSON, AND FIRST OF THE CLASS AEGIS CRUISER, USS TICONDEROGA. ALSO FIRST ON SCENE WHEN DESERT SHIELD BROKE, SURGING THROUGH THE SUEZ CANAL AS THE PHALANX OF THE EISENHOWER BATTLE GROUP. CHIEF OF STAFF FOR ANOTHER CARRIER BATTLE GROUP AND A JOINT TASK FORCE INVOLVED IN THE HAITI OPERATION.

ED FUTCH. A NAVAL RESERVIST. SERVED 8 YEARS ACTIVE DUTY IN THE SURFACE FORCE AND IN COUNTRY VIET NAM WITH THE RIVERINE FORCE. SAW COMBAT AND RECEIVED THE BRONZE STAR WITH COMBAT "V". VARIETY OF RESERVE SERVICE FROM COMMANDING THE SELECTIVE SERVICE DETACHMENT TO MINE WARFARE TO NAVAL BASE UNITS. CURRENTLY ON ACTIVE DUTY WITH THE NAVAL HISTORICAL CENTER. LAST SEEN IN THE ARABIAN GULF, DOCUMENTING THE RECOMMISSIONING OF THE U S FIFTH FLEET.

JIM GALVIN. SPENT BLUE WATER TIME ON DESTROYERS AT SEA . . . AND BROWN WATER TIME ON SWIFT BOATS IN THE RIVERS OF VIETNAM. GET THIS -- TWO BRONZE STARS, THREE PURPLE HEARTS. AFTER 9 YEARS AS A SURFACE WARFARE OFFICER, CHANGED HIS DESIGNATOR TO OCEANOGRAPHY AND IS NOW THE SENIOR OCEANOGRAPHY CAPTAIN ON ACTIVE DUTY.

TWO COMMANDS AND TWO MASTERS DEGREES. A TRUE WARRIOR AND SCHOLAR.

CHUCK GRUTZIUS. ANOTHER DESTROYER SAILOR WHO ALSO SERVED IN SWIFT BOATS IN VIETNAM. BRONZE STAR WITH COMBAT V. ENTERED THE NAVAL RESERVE IN 1977 -- THREE NAVAL RESERVE COMMANDS, ONE OF WHICH WAS SELECTED AS BEST OF 2000 IN SURFACE RESERVE FORCE. RECALLED FOR DESERT STORM. DESERVES ANOTHER MEDAL FOR PUTTING THIS CEREMONY TOGETHER TODAY. WELL DONE, SHIPMATE.

BILL HIGGINS. THE THIRD RESERVIST RETIRING TODAY. WINSTON CHURCHILL SAID IT BEST: "TO BE A RESERVE IS TO BE TWICE A CITIZEN." CURRENTLY AFFILIATED WITH THE DEFENSE LOGISTICS AGENCY. JOINT DUTY AS RESERVE LOGISTICS OFFICER FOR THE COMBINED FORCES COMMAND IN KOREA. COMMAND OF AN ADVANCE SUPPLY BASE. IN THE BEST TRADITION OF RESERVISTS, BILL VOLUNTEERED FOR ACTIVE DUTY AND SERVED IN THE GULF DURING OPERATION DESERT STORM RUNNING LOGISTICS OPERATIONS AND RECEIVING THE COMBAT ACTION RIBBON. WE'RE STILL USING THE LOGISTICS LESSONS LEARNED FROM THE STORM. THANKS BILL.

ROBERT PERCIVAL. A FELLOW IOWAN AND ANOTHER WARRIOR AND SCHOLAR. SERVED AS SURFACE WARFARE OFFICER AND IN VIETNAM IN RIVER PATROL BOATS. AFTER EARNING A MASTERS IN MECHANICAL ENGINEERING FROM MIT, ROBERT CHANGED HIS DESIGNATOR TO ENGINEERING DUTY OFFICER. HE'S DIRECTED AT LEAST FIVE DIFFERENT PROGRAMS, SERVED AS A SUPERVISOR OF SHIPBUILDING, AND GENERALLY BEEN ON THE LEADING EDGE OF NAVAL TECHNOLOGY, INCLUDING SWATH, SURFACE EFFECTS SHIPS AND AEGIS.

BOB SMART TOOK THE PATH LESS TRAVELED. AFTER FOUR YEARS AT SEA IN DESTROYERS AND CRUISERS, HE TRANSFERRED IN 1970 TO NOAA - THE NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION. FOUR COMMANDS AT SEA -- RUDE, HECK, SURVEYOR, AND DISCOVERER. TOTAL OF 13 YEARS AT SEA, AND SHORE DUTY IN SOME INTERESTING PLACES, INCLUDING AFRICA AND ANTARCTICA. CHECK OUT HIS BIO. HE'S THE SENIOR CAPTAIN IN THE COMMISSIONED OFFICER CORPS OF NOAA.

THAT DOESN'T BEGIN TO DO THEM JUSTICE, BUT YOU GET THE IDEA. TEN CAPTAINS WHO FOLLOWED THE CLASS MANDATE "NOT FOR SELF, BUT FOR COUNTRY." THEIR LEGACY IS A LEGACY OF SERVICE AND A LEGACY OF LEADERSHIP. EACH OF THEM POSITIVELY INFLUENCED THOUSANDS OF PEOPLE, AND MADE THEM BETTER SAILORS AND BETTER PEOPLE.

TODAY THE SERVICE OF THE ROUGHLY 25 ACTIVE AND RESERVE CAPTAINS FROM THE CLASS OF 66 COMES TO AN END. YOU MOVE ON TO NEW CHALLENGES. . . NEW ADVENTURES. WHETHER YOU SERVE AS A CHAIRMAN OF THE BOARD OR CAST A FLY ON A CLEAR MOUNTAIN STREAM, YOU WILL DO SO WITH MEMORIES OF A PAST RESPLENDENT WITH ACCOMPLISHMENTS AND TRIUMPHS. . . WITH EXPERIENCES OTHERS CAN ONLY READ ABOUT IN BOOKS. AND, WITH LIFELONG FRIENDSHIPS THAT BEGAN HERE, IN ANNAPOLIS, AT THE UNITED STATES NAVAL ACADEMY.

BEFORE I FINISH, I WANT TO THANK A VERY SPECIAL GROUP OF PEOPLE, OUR WIVES AND FAMILY MEMBERS WHO SERVED ALL THESE YEARS ALONGSIDE US. WE CAN NEVER REPAY THEM FOR THEIR SERVICE, SACRIFICE AND SUPPORT. THROUGH A JOURNEY FILLED WITH SEPARATIONS, CONSTANT MOVES AND A RAPIDLY CHANGING WORLD, THEY STUCK BY US SO WE COULD COMPLETE THE MISSION. THEY ARE TRULY THE REAL HEROES OF THE NAVY. SOME OF THEM, IN FACT, HAVE BECOME PART OF THE LEGACY -- THE NEXT GENERATION, THE LONG BLUE LINE. TWO MONTHS AGO, FOR EXAMPLE, I HAD THE PRIVILEGE OF HAVING LUNCH WITH LT LISA BOZZELLI, AN AIRWING PILOT ON BOARD USS NIMITZ, AS SHE STEAMED OUT OF THE GULF TOWARD TAIWAN.

FORMER PRESIDENT GEORGE BUSH SAID, "AMERICA IS NEVER WHOLLY HERSELF UNLESS SHE IS ENGAGED IN HIGH MORAL PRINCIPLE. WE AS A PEOPLE HAVE SUCH A PURPOSE TODAY. IT IS TO MAKE KINDER THE FACE OF THE NATION AND GENTLER THE FACE OF THE WORLD." YOU, AND YOUR SHIPMATES FROM THE CLASS OF '66 HAVE DONE JUST THAT.

YOU HAVE MADE THE FACE OF AMERICA AND THE WORLD SHINE BRIGHTER. GOD BLESS YOU AND YOUR FAMILIES AS YOU GET UNDERWAY ONE LAST TIME FOR YOUR LAST ASSIGNMENT, INDEPENDENT DUTY. ENJOY IT. YOU HAVE EARNED IT. THANK YOU FOR GIVING AND SERVING BEYOND ANY MEASURE THAT AMERICA COULD ADEQUATELY REPAY. THANK YOU FOR LETTING ME TAKE PART IN THIS SPECIAL DAY. GOD BLESS YOU, GOD BLESS THE U S NAVY, GOD BLESS AMERICA.

-- END --

DRAFT
Award Ceremony Remarks
VADM John Scott Redd
15 July 1998

General Shelton: Thank you for those kind remarks. I like to think that my day job is as an operator and commander at sea. . . but I couldn't have picked a better boss to finish up with.

Ambassador Al-Sabah, Dr. Hamre, Mr. Steinberg, Mr. Talbott, Admiral Loy, General Neal, Distinguished Guests, Family, and Friends...

Let me calibrate you: This is a hybrid ceremony . . . Not a full fledged retirement ceremony, but a bit more than a simple award ceremony . . . What that means to you is I'll talk for 8 minutes vice 25 and you don't have to sit in the hot sun.

It's a long way from Sidney, Iowa to the Hall of Heroes in the Pentagon today . . . Donna and I are truly honored by your presence . . . All of you had a part in helping me along that path.

Many of us in uniform live **schizophrenic lives** . . . We have one foot in the operational world -- for me that's being at sea in ships -- and another in the Washington world of staffs, policy, budgets and process . . . Many of you are from the Washington side, but one of the blessings is there's quite a bit of mixing . . . For example, my plebe summer squad leader was Chuck Krulak.

One of my guiding precepts in life has been a Biblical verse from Proverbs, Chapter 3, verses 5 and 6: "Trust in the Lord with all your heart and lean not on your own understanding . . . in all your ways acknowledge Him, and He will establish your paths." The abridged translation goes something like this: It doesn't always turn out the way you think it will . . . but that's OK.

As junior in high school, I wanted to join the Air Force . . . "I was joint when joint wasn't cool."

Similarly, my academic aptitude was clearly in quantitative areas . . . Math, Physics, and Operations Analysis were the natural resonance's . . . I should have been a J-8 person ... but I always had an interest in the Policy side (Green's theorem wasn't exactly the hot topic of the cocktail party circuit) . . . so I went off into that world.

I knew the transition was complete when, as I recall, Fred Ikle took me aside early in my tour as his Military Assistant and talked about numbers . . . "Scott," he said, "If the number is less than 10, spell it out. If it is more than ten, wave your hands and say, 'Many, many.' And when you show a graph, never label the axes."

Let me start with the Washington side.

This is my 5th tour in Washington, for a total of 11 years in the Building . . . that's only a third of my career by the chronometer, but if you subscribe to the dog years theory, which I do, it's a lot more . . . [For those of you scratching your heads, the dog years theory of military life inside the Beltway states that one year of life in the Pentagon equals seven years of real life. By that measure, I'm 120 years old.]

One of the most fascinating -- and sometimes frustrating -- aspects of my time in DC has been the exposure to and interaction with the best civilian minds and policy makers in the world . . . from the CNO Executive Panel to the Interagency, I had the pleasure to serve here under 5 different administrations.

The focus of that effort has been the National Security Council process . . . It has been a privilege to watch and participate in the policy making process, especially DCs and PCs . . . In fact, we have a quorum for a Deputies Committee here.

Jim: It's always been interesting -- can we revisit the Northern Right Whale issue?

Strobe: It's been a pleasure as well as a privilege . . . Jackie Fisher

Tom Pickering: An incredibly talented and experienced diplomat -- clearly building on his first career as a Naval officer!

John Gordon: Rocket ship from one to four stars . . . well deserved . . . Keep the faith

Walt Slocombe:

Past PC/ DC attendees are here as well: Jim Woolsey (former naval person), Paul Wolfowitz, Fred Ikle

Other policy luminaries: Frank Kramer, Ted Warner, Ken Bacon, Jerry Hultin, Bob Murray, Robin Pirie, Scooter Libby, Phil Merrill, Dov Zakheim, Jackie Davis, and, of course the OSD Bobsey Twins, Frank Miller and Fred Smith who held my hand during two -- count 'em, two -- tours in the Secretary of Defense's Office.

Another enjoyable dimension has been the political-military basket . . . dealing with our allies and friends around the world has always been an interest. I'm honored by the presence of ambassadors and attaches today: Ambassador Al Sabah from Kuwait, Air Vice Marshall O'Loghlin from Australia, Brigadier Louvion from France, Brigadier General Schmitz from Germany, and Lieutenant Colonel Al-Khalifa from Bahrain.

Another privilege has been to **interact with our nation's senior military leadership** ... Someone once described the J-5 job as being the "Secretary of State" for the Military ... the interface between the National Command Authority and the uniformed military ... I have been privileged to sit at the feet of some of the best . . . including some here today.

General Shelton, Admiral Loy, General Neal, General Peay, Admiral Arthur, Admiral Johnson ...

Bill Hancock and Connie Lautenbacher taught me the ropes in DC and didn't get sidetracked from the numbers stuff.

The other part of that schizophrenic life has been doing what naval officers are supposed to do: **Go to sea** . . . That's been the most enjoyable and rewarding part of the past 36 years. . .

I've been privileged to have had 5 command tours at sea commanding 8 organizations, from a ship to a Fleet.

The highlight was the 2 years we spent in Bahrain . . . Proposing, planning, and standing up first US Navy fleet in 50 years, FIFTH Fleet . . . There were a lot of good things about that tour which was the best in our career . . . lots of action – including seven real world contingencies . . . working with Ambassador David Ransom . . . getting to know the people of region -- notably our hosts in Bahrain . . . and occupying the 3 star billet furthest from Pentagon ...

Teddy Roosevelt once said, "The best that life has to offer is to work hard at a job worth doing." For me, leading the sailors and marines of the Naval Service has been the high point . . . it is a sacred trust . . . typified by Master Chief Scott Carmean (pause) ...

32 years of commissioned service . . . going on 11 as a flag officer . . . It's been a great ride . . . from Vietman through the Cold War to the Gulf War and beyond . . .

For me, it all comes down to two things: service and leadership.

Service:

Whenever I go back home I always manage to run into one of my father's old friends. He'll squint to recognize me, then the first words out of his mouth are, "You're John's boy, aren't you?" Now, I've been away from Sydney for 36 years, but for the people there time froze when I left, so I'll always be referred to as "John's boy." The second question he'll ask is, "You're still in the Service, aren't you?" The Service – not the Navy, Army, Marine Corps or Air Force, but the Service. The expression conveys better than I ever could the motivation behind our sacrifices in uniform.

Let me put on my exhortation hat for a second . . .

The core <u>purpose</u> of our profession is to <u>Fight and win the Nation's wars</u>! That's the sine qua non of any military, no matter how proximate or remote the possibility of war is.

<u>Leadership . . . is the core skill of our profession</u> . . .

My favorite spot in Pentagon is a corridor on 2nd deck between the SECDEF's office and the ODCR, where we meet every morning to spin up on the events of the day . . . Along the corridor, emblazoned in gold, is a quote from Proverbs 29:18: "Where there's no vision, the people perish." There is no profession for which that is more literally true than the military . . .

That has been the key motivator for me . . . If I've been a pain in the neck -- that's the reason . . . the lessons of history have been written in blood . . . don't commit military forces unless and until you can answer some very basic questions about the mission and the criteria for success . . .

The challenge for us -- the senior leadership -- is to take the long view -- to have that vision -- as we make the policy decisions of the day . . .

First, as it relates to the military, our vision must relate to our core purpose -- fighting and winning the nation's wars . . .

Secondly, whatever the national security issue there will be debate . . . and there should be . . . but we must insist that the debate be done **objectively and on the merits**, whether the subject is Kosovo, the International Criminal Court, or women in combat. The stakes are too high to do it any other way.

We owe it to our soldiers, sailors, airmen, marines, and coast guardsmen, because they are the ones who will suffer the consequences if we do not . . . and they are watching us, as they should be . . . (pause)

Everyone in this room is an expert on leadership . . . just ask any one of us . . . Let me commend to you the best practical definition of leadership I've found for a military officer . . . It's two centuries old, but still on the mark . . . I learned it in plebe summer: "Take care of your men, and practice daily with the guns."

Let me **close** with a few **Thank You's**:

To my Classmates from USNA '66

To the great enlisted troops, represented by many, but especially Master Chief Scott Carmean -- 5th Fleet and now Blue Angels

To the J-5 crew . . . the most talented aggregation of officers anywhere in the world. This DDSM belongs to you.

To my friends

To my parents (Jean Ford . . . nice to be the favorite son in law)

To my children: Annie with husband David, Scott Jr., and Adam . . . I've been providentially blessed by you . . . and could not ask for more.

To Donna: The award for me today is nice . . . But the one which means the most is Donna's . . . Our Navy journey has been a team effort . . . She's a diplomat and a leader in her own right . . . First lady of the American Community in Bahrain . . . represented the United States and the US Navy in a sincere and highly effective manner . . . But her continuous concern has been for the sailors and marines and their families . . . Whether working to make life better for them in a foreign country or chairing the Navy Ball which contributed a quarter of a million dollars to Navy - Marine Corps relief . . . she's been a class act and I've been privileged to ride her coattails.

To God ...

What's ahead? . . . I'm a little slow, but I've finally realized I'm a square peg in round hole. 36 years ago, as my Academy roommate, John Barton, can attest, reveille at 0500 was a very painful experience for me . . . I've finally figured it out – I'm in the wrong profession ... This military stuff is for "morning people" . . . Bahrain was the only job which fit! I could go to work at 9 AM and still be hours ahead of the East Coast – tanned, rested, and ready . . .

I fall back on the same proverb I mentioned earlier: "Trust in the Lord with all your heart, lean not on your own understanding . . . In all your ways acknowledge Him, and He will establish your path." We'll see what's next. Whatever it is, I hope to continue to serve and to lead.

Thank you and God bless you all.

SELECT COMMITTEE ON INTELLIGENCE

UNITED STATES SENATE

Additional Pre-Hearing Questions for VADM John S. Redd, USN (ret.) upon his nomination to be Director of the National Counterterrorism Center

Analysis

According to the Intelligence Reform and Terrorism Prevention Act of 2004, the National Counterterrorism Center (NCTC) is the ***primary*** organization in the United States Government responsible for analyzing and integrating all intelligence possessed or acquired by the United States Government pertaining to terrorism and counterterrorism, except intelligence pertaining exclusively to domestic terrorists and domestic counterterrorism. (Emphasis added)

Introductory Comment:

First, I want to preface all my answers with the general comment that I have taken seriously the admonition to take no actions which would presuppose or appear to presuppose confirmation by the Senate. In that light, I have had a limited number of general briefings on overall NCTC issues and introductory meetings with key personnel. Those briefings have been very useful, but they have not risen to the level of detail required for decision-making. In my view, that would be inappropriate and unwise. Thus, while I am aware of many of the issues inherent in the questions posed below, I have not had the opportunity to formulate specific opinions or detailed solutions. Accordingly, my comments in many instances will necessarily be general in nature. That said, sixty years of life, thirty-eight years of public service and my recent experience with the WMD commission inform my general views. With the proviso that they may be preliminary and subject to change, I will endeavor to be as specific as possible wherever possible.

Question 1. This Committee has recently noted several instances in which Intelligence Community assessments and assessments prepared by individual agencies have conflicted. In light of the NCTC's primary responsibility, explain whether all intelligence assessments on terrorism and/or counterterrorism will come through the NCTC for clearance. In addition, address the steps the NCTC will take to promote competitive analysis and assessments on terrorism.

Response: The NCTC is the government's primary, but not sole, source of analysis on counterterrorism. To this end, I believe that it is important to distinguish among types of counterterrorism analysis in determining NCTC's proper role. In my view, based on IRTPA, Community-wide CT analysis should be coordinated through the NCTC-chaired Interagency Intelligence Committee on Terrorism so as to reflect Community consensus and, equally importantly, dissent. I believe that it is critical that senior intelligence consumers and the Community be able to turn to NCTC, as the government's principal source for CT analysis, for assessments reflecting both Community consensus and individual agency dissents on CT topics. This system would allow consumers "one-stop shopping" for CT analysis while removing the possibility of confusing situations in which multiple independent assessments, each claiming to be authoritative, conflict with one another. This said, NCTC should not clear on all intelligence assessments on counterterrorism. For example, internal CT analysis produced within and for a given agency should not require NCTC clearance, although it may be appropriate to provide it to the NCTC for broader dissemination. This aspect of the system would work to preserve centers of excellence in the component agencies, encourage independent analysis, and ensure the needs of agency principals and field elements are well served.

Lastly, to be clear, while I strongly support competitive analysis, I do not support "competitive warning." Threat warnings, with all appropriate uncertainties, should come from one single Community source.

Question 2. Explain whether the CIA's Senior Executive Intelligence Brief will continue to include terrorism and counterterrorism assessments.

Response: NCTC will continue to support the SEIB and any other vehicle that the DNI finds useful for supporting the policy community.

Question 3. Who will be responsible for the President's daily briefings on terrorism and counterterrorism? What role does the Director of NCTC have in these briefings?

Response: Let me state up front that the President and DNI will determine the role of the NCTC and its Director in these briefings. The Director of National Intelligence (DNI) is responsible for the President's daily briefing on all intelligence subjects, including terrorism and counterterrorism. I expect that the primary counterterrorism input to that briefing would be the integrated product from NCTC.

Question 4. Though the NCTC has the primary responsibility for terrorism and counterterrorism analysis, the National Intelligence Council's National Intelligence Officer for Transnational Threats is currently the Intelligence Community's senior analyst on the subject. Explain whether the Director of NCTC should have a role in approving analysis of the NIO for Transnational Threats pertaining to terrorism.

Response: The National Intelligence Council's traditional roles of long-term strategic analysis and episodic community-wide estimates are functions still much in demand, whether viewed in the context of competitive or complementary analysis. I would hope and expect that NCTC would exercise its intended role of integrating all analysis on terrorism, but I would not see that role as one of "approval," but rather one of serving as the honest broker. Ultimately, the DNI is responsible for deploying and employing the elements of the Intelligence Community in ways he believes best suit the production of intelligence.

Question 5. The Intelligence Reform and Terrorism Prevention Act of 2004 specifically excludes the NCTC from having the lead role in analyzing and integrating intelligence pertaining exclusively to domestic terrorists and domestic counterterrorism.

a. Identify who, in your opinion, has the lead role on domestic terrorism, and explain the NCTC's role in coordinating on such issues.

Response: I understand that the Director of the Federal Bureau of Investigation has the lead role on domestic terrorism. NCTC does not play a role in coordinating on purely domestic terrorism. My sense is that the correct NCTC role would be to support and assist as requested, becoming actively involved if there appears to be a nexus with foreign terrorism.

b. Explain whether this is an appropriate and necessary exclusion.

Response: I believe that this exclusion is both appropriate and necessary. NCTC must remain focused on international terrorist groups, organizations, and networks seeking to do harm to US interests.

c. Section 119(e) of the National Security Act provides that the NCTC may receive intelligence pertaining exclusively to domestic counterterrorism that is necessary to fulfill its responsibilities and may disseminate such information. Describe your understanding of the purpose and appropriate use of this authority.

Response: I understand this authority enables NCTC to fulfill its responsibilities by receiving, retaining, and disseminating terrorism information regardless of where it is collected. While clearly not providing responsibility to the NCTC for domestic counterterrorism, this provision demonstrates that Congress recognizes the danger of prematurely characterizing information as exclusively domestic. I see this authority as enabling the NCTC to receive and analyze domestic counterterrorism intelligence in order to determine whether there is a nexus to the NCTC mission and to offer any requested support to agencies with the lead role for domestic counterterrorism.

Question 6. Identify your top priorities in terms of terrorist threats facing the United States.

Response: The pre-9/11 Hart-Rudman Commission assessed the greatest threat to our vital national interests to be an attack on the U.S. by terrorists using weapons of mass destruction. I believe that assessment remains valid today, with an al-Qa'ida-related group probably the most likely candidate. While

terrorist use of a nuclear weapon may be the most dramatic possibility, the WMD Commission also highlighted the particular challenge involved in intelligence related to the biological weapons threat.

a. Explain whether current Tiers have been properly assigned.

Response: While I have not been involved in day-to-day intelligence operations, my sense is that the current Tiers have been properly assigned. Moreover, I understand that we have an interagency process in place that helps to ensure that the Tiers remain properly assigned. If confirmed, I will be intimately involved with threat priorities.

b. Discuss whether we are overlooking or underestimating any specific group, individual, or state sponsor.

Response: At this point I can only observe that the interagency process in place is designed to review and refresh threat priorities on a frequent basis. I am not aware of any specific gaps. More generally, I believe we must consciously strive to avoid the perils of linear and/or reactive thinking, both in terms of weapons employment and the nature of the enemy. We must be continuously alert for changes in the terrorism landscape.

c. Explain how the NCTC will serve as the government's terrorism knowledge bank.

Response: In basic terms, the mission of the NCTC is to make sure that the right people have the right information at the right time to succeed in the global war on terrorism. In fulfilling that mission, the NCTC serves as the USG's central and shared knowledge bank on known or suspected terrorists and international terror groups, as well as their goals, strategies, capabilities, and networks of contacts and support. It does so by utilizing the following tools and/or databases:

NOL: (NCTC Online) serves as the CT community's collaborative information repository and provides a common workspace for information sharing. NOL gives over 4,000 users access to over 4 million intelligence documents.

TIDE: (Terrorist Identities Datamart Environment) a database for all-source information on international terrorist identities. The TIDE database provides a daily export to the Terrorist Screening Center (TSC) for use in the USG's terrorist screening databases, i.e. watchlists. TIDE is also available to the IC, as an analytical tool via NCTC Online (NOL).

WITS: (Worldwide Incident Tracking Team) NCTC's Worldwide Incident Tracking team maintains the USG's record of terrorist attacks. Those records support the Department of State's Patterns of Global Terrorism report and they are made available to the public via a database on the internet.

Dual Reporting Chains

The Intelligence Reform and Terrorism Prevention Act of 2004 provides that the Director of NCTC shall report to both the Director of National Intelligence and the President. The Director of the NCTC reports to the President on "planning on progress of joint counterterrorism operations (other than intelligence operations)." The Director of the NCTC reports to the DNI on the budget and programs of NCTC, the activities of the NCTC's Directorate of Intelligence, and the conduct of intelligence operations implemented by other elements of the Intelligence Community.

Question 7. Does the dual reporting requirement create the possibility of confusion in determining what should be reported to the President and the DNI respectively, and, if so, what should be done to prevent any such confusion?

Response: While the potential for confusion exists in theory, I am not overly concerned about it, at least at this time. From multiple experiences, I am comfortable with the practice of "double hatting" or even "triple hatting" - i.e. reporting to one senior for one set of responsibilities (e.g. material maintenance, personnel, and training) while reporting to another for another set of responsibilities (e.g. operational planning and tactical execution). As Ambassador Negroponte and I have discussed, significant issues in the Strategic Operational Planning role will inevitably be dealt with in the National Security Council/ Homeland Security Council interagency framework.

Question 8. How do you define the difference between "joint counterterrorism operations" and "intelligence operations?"

Response: I understand the distinction, in part, to be a result of concerns regarding joint counterterrorism operations that extend beyond the intelligence community. Under the IRTPA, NCTC's strategic operational planning function requires integrating "all instruments of national power, including diplomatic, financial, military, intelligence, homeland security, and law enforcement activities." As a result, these types of plans may include counterterrorism operational elements outside the intelligence community. In order to fulfill its

mandate to "provide strategic operational plans for counterterrorism operations conducted by the United States Government," it is critical that NCTC be able to include all USG elements--including, for example, those that may be law enforcement, military, or diplomatic.

a. Explain whether this is an appropriate or necessary distinction.

Response: Yes, it is one I am comfortable with, particularly because in most cases it involves different players and in some cases different authorities.

b. Explain whether this distinction limits your authority in a way that is detrimental to your mission?

Response: Not that I foresee at this time. NCTC is precluded from participating in operational activities and will not be involved in any agency-specific operational planning or execution. I am comfortable with this "centralized planning and decentralized execution" paradigm. From my perspective, the value added by the NCTC is the development of the strategic operational plan from which the executing agencies can draw direction.

Question 9. Given this distinction, what input do you expect to have into:

a. Covert action;

b. Military operations/military intelligence activities;

c. Treasury Department activities targeting terrorist finance;

d. Targeting terrorist travel networks;

e. FBI counterterrorism operations; and

f. Other operations that would constitute "joint counterterrorism operations"

Response: I would expect NCTC to be involved in each of the referenced areas as they are all "instruments of national

power." That involvement, however, would be focused on understanding the capabilities and constraints of each in order to assign operational responsibilities to lead Departments and agencies but would not involve direction or tactical execution.

Senior representatives from CIA, DoD, Treasury, FBI, DHS, and DoS are permanent members of the Senior Interagency Strategy Team within NCTC's Directorate of Strategic Operational Planning (DSOP). They are charged with ensuring that DSOP receives input regarding all types of activities so that these activities can be integrated into a national strategic implementation plan. DSOP will also build linkages to other governmental and nongovernmental authorities with capabilities in the counterterrorism arena. Jointly, input from all of these sources will ensure that NCTC/DSOP can integrate the resources of all instruments of national power in conducting strategic operational planning for counterterrorism.

Question 10. How do you intend to implement your responsibility under Section 119(d)(2) and (3) to conduct strategic operational planning and assign roles and responsibilities to lead Departments and agencies?

Response: I have been briefed on the results of an interagency effort which has taken place under NCTC leadership and included participation of the major players, including DoD, CIA, FBI, DHS, DoS, and Treasury. The outcome included definition of a strategic operational planning process which included elements which are both familiar and logical to me: Define goals and objectives consistent with national CT strategy and priorities; identify necessary tasks; assign roles and responsibilities; implement through interagency coordination of operational activities; and assess, monitor, and evaluate effectiveness. I believe that is a good framework from which to begin and fully expect there will be mid-course adjustments as we learn.

I am cognizant from personal experience of the challenges inherent in integrating the efforts of the disparate and often independent Departments and agencies involved. At the same time, I am strongly committed to this process and believe the potential gains to be very significant.

IC Commitment to NCTC

The current facility at Liberty Crossing, referred to as LX-1, is filled to capacity. It is the Committee's understanding that some agencies have moved their entire counterterrorism structures to LX-1, while others have retained certain divisions at Headquarters. We understand that this has given the impression that not all agencies are fully committed to participation in the NCTC.

Question 11. Explain your plan to address current space constraints.

Response: It is important for the Committee to understand that the Liberty Crossing Building (LX-1) that is owned and managed by CIA, houses the CIA/Counter Terrorism Center (CTC), the FBI Counter Terrorism Division (CTD), the FBI's Joint Terrorism Task Force, and the NCTC. The NCTC is the smallest of the tenants within the building and as the Committee notes, NCTC has completely occupied its allocated footprint of approximately 500 workstations in the Liberty Crossing Building. In order to fulfill the mission assigned to it by the IRTPA, NCTC will almost certainly have to expand in size. I understand that NCTC is exploring several options to gain additional space:

- Relocating contractors assigned to work on information technology issues to offsite facilities.
- Compressing existing work space to reduce the average square footage per work station; this will allow for the incorporation of additional work stations into NCTC space
- Working with the building manager to change some common use space (such as conference rooms) to work space

None of these proposals is without cost.

A more preferable option would be to take advantage of the unoccupied space that currently exists in the Liberty Crossing Building (while many believe that LX-1 is fully occupied, I was recently informed that there are a substantial number of vacant desks due to the fact that neither CIA or FBI has fully occupied their allocated space.) If confirmed, I plan to work with the DNI and these agencies to determine whether this unused space can be easily reallocated to NCTC.

Question 12. Explain whether the retention of certain divisions by agencies is a significant problem or a perception problem.

Response: I am told that the President's goal in directing the collocation of CIA, FBI, and NCTC was to ensure greater collaboration among the three organizations. Regrettably, due to the size of the LX-1 Building, neither CIA/CTC nor FBI/CTD can fully collocate the entire population of their counterterrorism elements at Liberty Crossing. Independent decisions by both FBI and CIA as to which elements of their counterterrorism components should move to LX-1 has resulted in dissimilar entities located in the building, thus precluding the degree of collaboration that was intended when the building was first conceived. I do not believe that this represents a lack of commitment to NCTC, it simply represents a lack of coordination during the building's construction.

If confirmed, I will work closely with the DNI as well as the Directors of CIA and FBI to determine the optimal logistical, organizational, and substantive resources required by NCTC, including resources currently resident in other agencies.

Question 13. Working within the current space constraints, identify divisions you would prefer to move from/to LX-1 and explain whether you have the authority to resolve these issues.

Response: Although I have not had the opportunity to study this issue at length, it appears to me that it would make more sense to have components such as those in FBI and CIA that work al-Qai'da and UBL (currently the largest and most challenging account in the counterterrorism arena) collocated at LX-1 where greater collaboration and coordination could occur. Regardless of my views, I do not have the authority to resolve this issue. LX-1 is owned and managed by CIA; FBI/CTD and NCTC are simply tenants in the building.

If confirmed, I will work closely with the DNI and the Directors of CIA and FBI to determine which divisions need to be located at LX-1 to execute most effectively our combined CT mission.

Question 14. What types of analysts have the agencies detailed to the NCTC? Are these analysts experienced and knowledgeable in the issue? Should the Director of the NCTC be able to set guidelines and standards for assignments to NCTC? Do you

believe the Director of the NCTC should have input into agencies' hiring and training practices concerning terrorism and counterterrorism analysts?

Response: NCTC has analysts assigned from 14 agencies throughout the U.S. Government. While this serves as a good cross-section, there is always a need for greater agency representation in specific areas. Analytical experience and background knowledge of terrorism issues ranges from little to extensive. In general, there is a requirement for more senior-level analysts who can work complex, regional accounts as well as provide mentoring of the more junior analysts. Outstanding expertise resides within NCTC, but the few true experts are often overwhelmed with tasking requirements and have little time to devote to oversight.

The D/NCTC should have a mechanism to ensure the Center has adequate numbers of analysts, sufficient expertise, and an appropriate diversity in agency representation. There should be guidelines and standards in place, approved by the Director, that will guide agencies in their selection of analysts and ensure the appropriate personnel are assigned. The Director of NCTC should advise the DNI on matters relating to agencies' hiring and training practices for terrorism analysis purposes. This input would serve to clarify the types of individuals and expertise required by NCTC.

If confirmed, I will work closely with the DNI and the heads of appropriate agencies to ensure NCTC has the right mix of personnel. A model I would look to for guidance in this respect would be the landmark Goldwater-Nichols legislation, which has so transformed the Defense Department over the last twenty years. I would envision the IC placing a premium on "joint" assignments, such as at NCTC, which would provide an incentive for the best and brightest in the Community to come to work at the Center.

Question 15. Explain in detail your budget and personnel authorities:

a. within NCTC;
b. within the National Intelligence Program; and
c. across the U.S. Government's counterterrorism effort.

Response: Within the NCTC, if confirmed, I will have the authority to request a budget for NCTC activities and then to execute funds in accordance with our appropriation. With regard to personnel, the Director's authorities are somewhat limited. Because all personnel in the NCTC are assignees, they are slotted and paid for by their home agencies. That means their career development and promotions are also handled by their home agencies. The Director does have the authority to award good performance and to recommend promotions.

Within the National Intelligence Program, if confirmed, I will have the authority to review the counterterrorism program recommendations and budget proposals of the departments, agencies, and elements of the National Intelligence Program to determine if their requests conform to the priorities established by the President. I will then advise the DNI as to my findings. Although the Director, NCTC does not have the authority to realign funds or personnel should a program review so warrant, the DNI does.

With regard to the U.S. Government's counterterrorism effort, while the intent of the legislation is clear in its scope, in practical terms neither the D/NCTC nor the DNI has the authority to take or direct take any independent action outside of the purview of the National Intelligence Program. In this case, I would recommend that the issue be addressed through the interagency process at the National Security Council/Homeland Security Council level.

Question 16. Describe the progress to date in establishing the NCTC and the plans for completing the organization and staffing of the Center in the next year.

Response: While NCTC is performing all of the responsibilities assigned to it in the IRTPA, I believe that further staffing will be required for the Center to optimize its performance fully. For example,

- NCTC performs the full range of analytic responsibilities, but without additional staff, I do not believe that it will be able to meet expectations that it serve as the primary organization in the United States Government for analysis and integration of terrorism information. For example, currently NCTC

only has about two-thirds of the analysts that were envisioned for TTIC, which had a less robust mission.

- With regard to Strategic Operational Planning, there clearly are not yet enough people to support this activity (NCTC just started building this capability), but it is not yet clear to me how many additional people are needed. If confirmed, I will work with SOP to understand the requirements and I will work with the DNI and the Congress to authorize and build the workforce necessary to fulfill those requirements.

- With regard to newer responsibilities such as advising the DNI on the extent to which the counterterrorism program recommendations and budget proposals of the departments, agencies, and elements of the USG conform to the priorities established by the President, the FY 2007 program build will provide the first opportunity to undertake this review. If confirmed, I will identify the resources required to make the assessment and take action to ensure that we are well integrated into this budget build process.

- Finally, with regard to net assessments, it is not yet clear to me what role is envisioned for NCTC in the net assessment process. If confirmed, I will pull together those agencies that currently undertake net assessments (DoD, DHS and Department of State) to identify gaps and requirements and to develop a specific plan of action.

Question 17. The Committee understands that currently all personnel at the NCTC are detailed from Community agencies on temporary duty.

a. Should some NCTC personnel be part of a permanent cadre, and if so, how many permanent NCTC personnel should there be?

Response: Intuitively, I do believe that there should be some permanent cadre within the NCTC. The existence of a permanent cadre would allow for the retention of some personnel for longer than two years for continuity and provide staffing agencies some relief from the burden of housing and paying for people who are no longer directly supporting home agency activities. I am not

yet in a position to offer, however, a definitive position on how many permanent personnel there should be.

b. If there should be a cadre of permanent NCTC personnel, what should be the core expertise and responsibilities of the permanent staff and what should be the expertise and responsibilities of those assigned from elements of the Intelligence Community

Response: Given a cadre of permanent personnel, I believe their expertise and responsibilities should mimic those of the assignees from the Intelligence Community. A mixed workforce will offer NCTC the best opportunity to both develop expertise and to derive fresh perspectives from partner agencies.

Question 18. Given the responsibilities assigned to the NCTC by law and executive order, do you recommend that there be changes made in the responsibilities of any other federal office now involved in counterterrorism activities?

Response: Given that I am new to many of these issues and the "churn" inherent in implementing the IRTPA and attendant WMD Commission recommendations, I believe it is simply premature to make any concrete recommendations now. It is quite possible that the roles and mission distinctions between NCTC and other agencies may need to be more clearly defined and, if necessary, modified. If confirmed, I will dedicate serious attention to this issue.

Question 19. Given that the President has decided to create a National Counterproliferation Center, what division of labor do you recommend between this new center and the NCTC with respect to responsibilities concerning targeting and analysis of terrorist capabilities and the intent to utilize weapons of mass destruction?

Response: While the specific details of a new NCPC are unknown, I--not surprisingly--subscribe to the general recommendations of the WMD Commission. Specifically, in the intersection of counterterrorism and counterproliferation, NCTC should take the lead with NCPC in support. This is especially true in the issue of terrorist procurement of unconventional weapons. However, the Director of the NCPC should be a full participant and

watchdog, particularly if he/she believes this crucial area is not receiving sufficient emphasis or resources. Ultimately, assuming the NCPC is strictly an intelligence center, the decision will be the province of the DNI.

Question 20. Current limitations on analysts' access to Intelligence Community databases require NCTC analysts to navigate a series of patchwork solutions to access information collected by the Community. What actions will you take, should you be confirmed as Director, to enhance information access by ensuring that all NCTC analysts-with a valid security clearance and a need-to-know- have access to pertinent information contained in human intelligence operations cables, raw signals intelligence, or other such information currently controlled by the individual elements of the intelligence community?

Response: I feel very strongly about the issue of information access. I have been impressed, through my work at the WMD Commission and the briefings I have received at NCTC, with the progress made so far towards an information access environment. Still, much remains to be done. In this regard I believe my technical background will serve me well. I understand the challenges will require both technical and policy solutions. Creative approaches to resolving the technical impediments are already underway. For example, NCTC "Sanctum" is a tool being developed to conduct simultaneous searches across multiple, disparate databases on different networks. Technical challenges can eventually be solved through time and resources. The policy restraints will be more difficult. However, if confirmed, I will work vigorously with the DNI and the Program Manager to address antiquated and/or unique individual agency policies, to enhance information access for the broader CT community, consonant always with the requirements of protecting sources and methods. I believe information access is paramount in the U.S. Government's war against terrorism.

SSCI# 2005 2963

United States
Office of Government Ethics
1201 New York Avenue, NW., Suite 500
Washington, DC 20005-3917

July 8, 2005

The Honorable Pat Roberts
Chairman
Select Committee on Intelligence
United States Senate
Washington, DC 20510-6475

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by John S. Redd, who has been nominated by President Bush for the position of Director of the National Counterterrorism Center, Office of the Director of National Intelligence (ODNI).

We have reviewed the report and have also obtained advice from the ODNI concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is a letter dated June 28, 2005, from Mr. Redd to the ODNI ethics official, outlining the steps that Mr. Redd will take to avoid conflicts of interest. Unless a specific date has been agreed to, the nominee must fully comply within three months of his confirmation date with the actions he agreed to take in his ethics agreement.

Based thereon, we believe that Mr. Redd is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

Marilyn L. Glynn
General Counsel

Enclosures

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Executive Branch Personnel PUBLIC FINANCIAL DISCLOSURE REPORT

Form Approved:
OMB No. 3209 - 0001

Date of Appointment, Candidacy, Election, or Nomination *(Month, Day, Year)*	**Reporting Status** (Check Appropriate Boxes)	Incumbent ☐	Calendar Year Covered by Report	New Entrant, Nominee, or Candidate ☒	Termination Filer ☐ Termination Date *(If Applicable) (Month, Day, Year)*
Reporting Individual's Name	Last Name: Radd			First Name and Middle Initial: John S	
Position for Which Filing	Title of Position: Director			Department or Agency *(If Applicable)*: National Counter-Terrorism Center, Office of Director of National Intelligence	
Location of Present Office (or forwarding address)	Address *(Number, Street, City, State, and ZIP Code)*: NCTC, Room 2W148, Liberty Crossing Building, Washington, DC 20505			Telephone No. *(Include Area Code)*: 571-280-6202 (NCTC office)	
Position(s) Held with the Federal Government During the Preceding 12 Months *(If Not Same as Above)*	Title of Position(s) and Date(s) Held: Executive Director, Commission on Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction, Executive Office of the President (May 6, 2004-May 27, 2005)				
Presidential Nominees Subject to Senate Confirmation	Name of Congressional Committee Considering Nomination: Select Committee on Intelligence			Do You Intend to Create a Qualified Diversified Trust? ☐ Yes ☒ No	
Certification I CERTIFY that the statements I have made on this form and all attached schedules are true, complete and correct to the best of my knowledge.	Signature of Reporting Individual: [signature]			Date *(Month, Day, Year)*: JUN 20, 2005	
Other Review (If desired by agency)	Signature of Other Reviewer:			Date *(Month, Day, Year)*:	
Agency Ethics Official's Opinion On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments in the box below).	Signature of Designated Agency Ethics Official/Reviewing Official: [signature]			Date *(Month, Day, Year)*: June 27, 2005	
Office of Government Ethics Use Only	Signature: [signature]			Date *(Month, Day, Year)*: 7/8/05	

Comments of Reviewing Officials *(If additional space is required, use the reverse side of this sheet)*

(Check box if filing extension granted & indicate number of days _____) ☐

(Check box if comments are continued on the reverse side) ☐

Fee for Late Filing
Any individual who is required to file this report and does so more than 30 days after the date the report is required to be filed, or, if an extension is granted, more than 30 days after the last day of the filing extension period, shall be subject to a $200 fee.

Reporting Periods
Incumbents: The reporting period is the preceding calendar year except Part II of Schedule C and Part I of Schedule D where you must also include the filing year up to the date you file. Part II of Schedule D is not applicable.

Termination Filers: The reporting period begins at the end of the period covered by your previous filing and ends at the date of termination. Part II of Schedule D is not applicable.

Nominees, New Entrants and Candidates for President and Vice President:

Schedule A--The reporting period for income (BLOCK C) is the preceding calendar year and the current calendar year up to the date of filing. Value assets as of any date you choose that is within 31 days of the date of filing.

Schedule B--Not applicable.

Schedule C, Part I (Liabilities)--The reporting period is the preceding calendar year and the current calendar year up to any date you choose that is within 31 days of the date of filing.

Schedule C, Part II (Agreements or Arrangements)--Show any agreements or arrangements as of the date of filing.

Schedule D--The reporting period is the preceding two calendar years and the current calendar year up to the date of filing.

Agency Use Only

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JUL - 7 2005

Supersedes Prior Editions, Which Cannot Be Used.

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SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: Redd, John S

SCHEDULE A

Assets and Income — BLOCK A

For you, your spouse, and dependent children, report each asset held for investment or the production of income which had a fair market value exceeding $1,000 at the close of the reporting period, or which generated more than $200 in income during the reporting period, together with such income.

For yourself, also report the source and actual amount of earned income exceeding $200 (other than from the U.S. Government). For your spouse, report the source but not the amount of earned income of more than $1,000 (except report the actual amount of any honoraria over $200 of your spouse).

None ☐

Valuation of Assets at close of reporting period — BLOCK B

Income: type and amount. If "None (or less than $201)" is checked, no other entry is needed in Block C for that item. — BLOCK C

	Asset	None (or less than $1,001)	$1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Excepted Investment Fund	Excepted Trust	Qualified Trust	Type: Dividends	Type: Rent and Royalties	Type: Interest	Type: Capital Gains	Amount: None (or less than $201)	$201 - $1,000	$1,001 - $2,500	$2,501 - $5,000	$5,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	Over $5,000,000	Other Income (Specify Type & Actual Amount)	Date (Mo., Day, Yr.) Only if Honoraria
Examples	Central Airlines Common				x												x						x										
	Doe Jones & Smith, Hometown, State			x																												Law Partnership Income $130,000	
	Kempstone Equity Fund					x								x										x									
	IRA: Heartland 500 Index Fund							x						x											x								
1	Real Estate Property (Residential half acre lot), Greensboro, GA - joint with spouse						X														X												
2	Simplified Employee Pension (SEP) IRA: USAA S&P 500 Index Fund, thru JSR Assoc. - self		X											X								X											
3	Traditional IRA: USAA Qualified Retirement Annuity - fixed - self		X														X					X											
4	Traditional IRA: USAA Qualified Retirement Annuity - fixed - spouse		X														X					X											
5	Simplified Employee Pension (SEP) IRA: USAA Income Fund, thru JSR Assoc. - spouse		X											X							X												
6	401K: American Funds, Amer. Mut. Fund (AMRMX), thru NetSchools/Plato Learning*-self		X											X								X											

* This category applies only if the asset/income is solely that of the filer's spouse or dependent children. If the asset/income is either that of the filer or jointly held by the filer with the spouse or dependent children, mark the other higher categories of value, as appropriate.

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: Redd, John S

SCHEDULE A continued
(Use only if needed)

Assets and Income — BLOCK A

Valuation of Assets at close of reporting period — BLOCK B

Income: type and amount. If "None (or less than $201)" is checked, no other entry is needed in Block C for that item. — BLOCK C

#	Assets and Income (BLOCK A)	None (or less than $1,001)	$1,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000	Excepted Investment Fund	Excepted Trust	Qualified Trust	Type: Dividends	Type: Rent and Royalties	Type: Interest	Type: Capital Gains	Amount: None (or less than $201)	$201 - $1,000	$1,001 - $2,500	$2,501 - $5,000	$5,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	Over $5,000,000	Other Income (Specify Type & Actual Amount)	Date (Mo., Day, Yr.) Only if Honoraria
1	401K: Franklin Capital Growth (FKREX) from NetSchools/Plato Learning - run by AMG*- self			X										X								X											
2	401K: Oppenheimer U. S. Govt. (OUSGX) from NetSchools/Plato Learning - run by AMG* - self		X											X								X											
3	Personal Savings Accounts (Navy FCU) - two joint accounts with spouse					X													X				X										
4	*NOTE: 401 K funds administered by American Mgt. Group, Arlington Heights, ILL 60004																																
5																																	
6																																	
7																																	
8																																	
9																																	

* This category applies only if the asset/income is solely that of the filer's spouse or dependent children. If the asset/income is either that of the filer or jointly held by the filer with the spouse or dependent children, mark the other higher categories of value, as appropriate.

SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name: Radd, John S

SCHEDULE C

Part I: Liabilities

Report liabilities over $10,000 owed to any one creditor at **any time** during the reporting period by you, your spouse, or dependent children. Check the highest amount owed during the reporting period. **Exclude** a mortgage on your personal residence unless it is rented out; loans secured by automobiles, household furniture or appliances; and liabilities owed to certain relatives listed in instructions. See instructions for revolving charge accounts.

None ☐

	Creditors (Name and Address)	Type of Liability	Date Incurred	Interest Rate	Term if applicable	Category of Amount or Value (x): $10,001 - $15,000	$15,001 - $50,000	$50,001 - $100,000	$100,001 - $250,000	$250,001 - $500,000	$500,001 - $1,000,000	Over $1,000,000*	$1,000,001 - $5,000,000	$5,000,001 - $25,000,000	$25,000,001 - $50,000,000	Over $50,000,000
Examples	First District Bank, Washington, DC	Mortgage on rental property, Delaware	1991	8%	25 yrs.			x								
	John Jones, 123 J St., Washington, DC	Promissory note	1999	10%	on demand					x						
1	Sea Island Bank, Statesboro, GA 30458	Mortgage on residential lot, Greensboro,GA	2004	ARM	3 yrs			X								
2																
3																
4																
5																

*This category applies only if the liability is solely that of the filer's spouse or dependent children. If the liability is that of the filer or a joint liability of the filer with the spouse or dependent children, mark the other higher categories, as appropriate.

Part II: Agreements or Arrangements

Report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment. See instructions regarding the reporting of negotiations for any of these arrangements or benefits.

None ☐

	Status and Terms of any Agreement or Arrangement	Parties	Date
Example	Pursuant to partnership agreement, will receive lump sum payment of capital account & partnership share calculated on service performed through 1/00.	Doe Jones & Smith, Hometown, State	7/85
1	Leave of Absence (no compensation)	JSR Associates, Inc., Kennesaw, GA	01/04
2	401K with NetSchools/Plato Learning: Funds left in investment account in AMG managed funds under my control.	American Management Group (AMG), Plato Learning	6/02
3			
4			
5			
6			

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SF 278 (Rev. 03/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Reporting Individual's Name	SCHEDULE D	Page Number
Redd, John S		5 of 5

Part I: Positions Held Outside U.S. Government

Report any positions held during the applicable reporting period, whether compensated or not. Positions include but are not limited to those of an officer, director, trustee, general partner, proprietor, representative, employee, or consultant of any corporation, firm, partnership, or other business enterprise or any non-profit organization or educational institution. **Exclude** positions with religious, social, fraternal, or political entities and those solely of an honorary nature.

None ☐

	Organization (Name and Address)	Type of Organization	Position Held	From (Mo., Yr.)	To (Mo., Yr.)
Examples	Nat'l Assn. of Rock Collectors, NY, NY	Non-profit education	President	6/92	Present
	Doe Jones & Smith, Hometown, State	Law firm	Partner	7/85	1/00
1	JSR Associates, Inc. (Company dormant / no income since 2003)	Consulting (1120, non-S Corp)	Chairman of Board / President	06/2002	Present
2					
3					
4					
5					
6					

Part II: Compensation in Excess of $5,000 Paid by One Source

Do not complete this part if you are an Incumbent, Termination Filer, or Vice Presidential or Presidential Candidate.

Report sources of more than $5,000 compensation received by you or your business affiliation for services provided directly by you during any one year of the reporting period. This includes the names of clients and customers of any corporation, firm, partnership, or other business enterprise, or any other non-profit organization when you directly provided the services generating a fee or payment of more than $5,000. You need not report the U.S. Government as a source.

None ☐

	Source (Name and Address)	Brief Description of Duties
Examples	Doe Jones & Smith, Hometown, State	Legal services
	Metro University (client of Doe Jones & Smith), Moneytown, State	Legal services in connection with university construction
1	Plato Learning, Inc., Bloomington, MN	Consulting services - Public Education (K-12) (2003) (Through JSR Associates, Inc.)(Contract end 5/31/03)
2	Xontek, Inc., Los Angeles, CA	Consulting services - National Security/ Radar-Missile Defense (2003) (Through JSR Associates, Inc.)**
3		** (Xontek, Inc., contract ended 12/31/03)
4		
5		
6		

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28 June 2005

Ms. Corin R. Stone
Deputy General Counsel
Designated Agency Ethics Official
Office of the Director of National Intelligence
Washington, DC 20511

Dear Ms. Stone:

The purpose of this letter is to describe the steps that I intend to take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Director of the National Counterterrorism Center.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter that has a direct and predictable effect on my financial interests or those of any other person whose interests are imputed to me, unless I first obtain a written waiver, pursuant to Section 208(b)(1), or qualify for a regulatory exemption, pursuant to Section 208(b)(2). I understand that the interests of the following persons are imputed to me: my spouse, minor children, or any general partner; any organization in which I serve as an officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I am on a leave of absence from JSR Associates, Inc. JSR Associates, Inc. has been inactive since 2003 and will remain inactive. If confirmed as the Director of the National Counterterrorism Center, I will remain on a leave of absence during the period of government service in this position. During this period, I will not perform duties for JSR Associates, Inc. other than providing any required information pertaining to operations prior to my leave of absence and assistance in preparing corporate tax returns, if needed. I will receive no compensation from JSR Associates, Inc. during my period of government service in this position. I will not participate personally and substantially in any particular matter that will have a direct and predictable effect on the financial interests of JSR Associates, Inc., unless I first obtain a written waiver or qualify for a regulatory exemption.

I understand that in the event of a conflict of interest with respect to any other entity, I will disqualify myself, in writing, from taking any official action that would have a direct and predictable effect on the financial interests of such entity. In addition, if you as DAEO, determine that recusal and screening is not a viable option to preclude a conflict of interest under applicable Office of Government Ethics regulations, I will take the further steps you deem necessary to eliminate the conflicting interest.

Sincerely,

John Scott Redd
VADM (ret), USN