



Michèle Flournoy
**Under Secretary of Defense for
Policy**



Michèle Flournoy was confirmed by the U.S. Senate as the Under Secretary of Defense for Policy on February 9, 2009. She serves as the principal staff assistant and advisor to the Secretary of Defense and the Deputy Secretary of Defense for all matters on the formulation of national security and defense policy and the integration and oversight of DoD policy and plans to achieve national security objectives.

Prior to her confirmation, Ms. Flournoy was appointed President of the Center for a New American Security (CNAS) in January 2007. Before co-founding CNAS, she was a senior adviser at the Center for Strategic and International Studies, where she worked on a broad range of defense policy and international security issues.

Ms. Flournoy previously served as a distinguished research professor at the Institute for National Strategic Studies at the National Defense University (NDU), where she founded and led the university's Quadrennial Defense Review (QDR) working group, which was chartered by the Chairman of the Joint Chiefs of Staff to develop intellectual capital in preparation for the Department of Defense's 2001 QDR.

Prior to joining NDU, Ms. Flournoy was dual-hatted as Principal Deputy Assistant Secretary of Defense for Strategy and Threat Reduction and Deputy Assistant Secretary of Defense for Strategy. In that capacity, she oversaw three Policy offices in the Office of the Secretary of Defense: Strategy; Requirements, Plans and Counterproliferation; and Russia, Ukraine and Eurasian Affairs.

Ms. Flournoy was awarded the Secretary of Defense Medal for Outstanding Public Service in 1996, the Department of Defense Medal for Distinguished Public Service in 1998 and the Chairman of the Joint Chiefs of Staff's Joint Distinguished Civilian Service Award in 2000. She is a former member of the Defense Policy Board and the Defense Science Board Task Force on Transformation.

Ms. Flournoy earned a bachelor's degree in social studies from Harvard University and a master's degree in international relations from Balliol College, Oxford University, where she was a Newton-Tatum scholar.





General David H. Petraeus

Commander of International Security Assistance Force & Commander of U.S. Forces Afghanistan



General David H. Petraeus assumed command of the NATO International Security Assistance Force (ISAF) and U.S. Forces Afghanistan (USFOR-A) on July 4, 2010 after serving for over 20 months as Commander, United States Central Command.

Before his assignment as CENTCOM Commander, General Petraeus commanded Multi-National Force-Iraq where he led US and Coalition Forces during “the surge.” Prior to his tour as MNF-I Commander, he commanded the U.S. Army Combined Arms Center and Fort Leavenworth, during which time he oversaw the development of the Army/Marine Corps Counterinsurgency Manual. Before that assignment, he served for over 15 months as the first Commander of the Multi-National Security Transition Command-Iraq and the NATO Training Mission-Iraq. That deployment to Iraq followed his command of the 101st Airborne Division (Air Assault), during which he led the “Screaming Eagles” in combat during the fight to Baghdad and throughout the first year of Operation Iraqi Freedom. His command of the 101st followed a year deployed on Operation Joint Forge in Bosnia, where he was the Assistant Chief of Staff for Operations of the NATO Stabilization Force and the Deputy Commander of the US Joint Counter-Terrorism Task Force-Bosnia. Prior to his tour in Bosnia, he spent two years at Fort Bragg, North Carolina, serving first as the Assistant Division Commander for Operations of the 82nd Airborne Division and then as the Chief of Staff of XVIII Airborne Corps.



General Petraeus was commissioned in the Infantry upon graduation as a “distinguished cadet” from the United States Military Academy in 1974. In addition to the posts noted above, he subsequently held leadership positions in airborne, mechanized, and air assault infantry units in Europe, the United States, and the Middle East, including command of a battalion in the 101st Airborne Division (Air Assault) and a brigade in the 82nd Airborne Division. In addition, he served in a number of staff assignments: Aide to the Chief of Staff of the Army; battalion, brigade, and division operations officer; Military Assistant to the Supreme Allied Commander-Europe; Chief of Operations of the United Nations Force in Haiti; and Executive Assistant to the Chairman of the Joint Chiefs of Staff.

General Petraeus was the General George C. Marshall Award winner as the top graduate of the U.S. Army Command and General Staff College Class of 1983. He subsequently earned MPA and Ph.D. degrees in international relations from Princeton University’s Woodrow Wilson School of Public and International Affairs, and he later served as an Assistant Professor of International Relations at the US Military Academy. He also completed a fellowship at Georgetown University.

Awards and decorations earned by General Petraeus include two awards of the Defense Distinguished Service Medal, two awards of the Distinguished Service Medal, the Bronze Star Medal for valor, the State Department Distinguished Service Award, the NATO Meritorious Service Medal, the Gold Award of the Iraqi Order of the Date Palm, the French Légion d’Honneur, the Polish Order of Merit, the Order of Australia, and the National Defense Cross of the Czech Republic. He is a Master Parachutist and Air Assault and Ranger qualified. He has also earned the Combat Action Badge and French, British, and German Jump Wings. In 2005 he was recognized by the *U.S. News and World Report* as one of America’s 25 Best Leaders, and in 2007 he was one of four runners-up for *Time* Person of the Year. In 2009, he was selected by *Foreign Policy* magazine as one of the world’s top 100 public intellectuals and by *Esquire* magazine as one of the 75 Most Influential People of the 21st Century. Most recently, he was awarded the George Kennan Award by the National Committee on American Foreign Policy and the 2010 James Madison Medal by Princeton University.