

Phebe N. Novakovic **Executive Vice President – Marine Systems**

Phebe N. Novakovic became an executive vice president of General Dynamics in May 2010. She is responsible for the Marine Systems group, which includes three companies: Bath Iron Works, Electric Boat and NASSCO. Novakovic had been senior vice president – Planning and Development since July 2005, where she was responsible for Government Relations, Communications, International, Investor Relations and Strategic Planning. She also has served as vice president – Strategic Planning, a position to which she was appointed in October 2002.

Novakovic began her career in 1979 as an analyst for the McLean Research Center where she performed operational analyses on Department of Defense weapon systems. From there, she served for three years, 1983 to 1986, as an operations officer for the Central Intelligence Agency.

Novakovic joined the Office of Management and Budget in 1992, where she served until 1997 in a number of capacities, culminating in her selection as Deputy Associate Director for National Security where she was responsible for managing and submitting the President's budget for the Department of Defense and U.S. Intelligence Agencies.

Immediately prior to joining General Dynamics, Novakovic served as The Special Assistant to the Secretary and Deputy Secretary of Defense from 1997 to 2001. In that capacity, she was responsible for managing processes for all major Department of Defense budget and policy decisions for the Secretary and Deputy Secretary of Defense.

In 2010, Novakovic was elected to the Board of Directors of Abbott Laboratories.

She also serves on the Boards of Directors for several charitable organizations including Project HOPE, the Wolf Trap Foundation for the Performing Arts, National Military Families Association and the Senior Advisory Board for the Naval Historical Foundation.

GENERAL DYNAMICS

Novakovic received her Master of Business Administration from the University of Pennsylvania's Wharton School in 1988; her undergraduate studies were completed at Smith College in 1979.

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