

**Christine H. Fox**  
**Assistant Director for Policy and Analysis**



Christine H. Fox is the Assistant Director for Policy and Analysis of the Johns Hopkins University Applied Physics Laboratory.

Prior to joining APL, she served as Acting Deputy Secretary of Defense from December 2013 to May 2014, making her the highest-ranking female official in history to serve in the Department of Defense. From 2009 to 2013, Ms. Fox served as the Director, Cost Assessment and Program Evaluation in the Office of the Secretary of Defense. In that position, she was the principal civilian advisor to the

Secretary of Defense for analyzing and evaluating plans, programs, and budgets in relation to U.S. defense objectives and resource constraints.

From 2005 to 2009, Ms. Fox served as the President of the Center for Naval Analyses (CNA), a Federally Funded Research and Development Center, and as the scientific analyst to the Chief of Naval Operations. During her 28-year career at CNA, Ms. Fox oversaw analysis of real-world operations, from the first Gulf War and the operations in Bosnia and Kosovo in the 1990s, to the operations in Afghanistan immediately following the September 11th attacks, and the operation in Iraq in early 2003. From 2003-2005, Ms. Fox served as a member of NASA's Return to Flight Task Group, chartered by the NASA Administrator to certify the recommendations made by the Columbia Accident Investigation Board.

Ms. Fox currently serves on the Board of Trustees for the Woods Hole Oceanographic Institution and is a member of the Council on Foreign Relations. She previously served on the Advisory Board of the Applied Physics Laboratory, University of Washington.

With nearly 6,000 staff at what is the nation's largest University Affiliated Research Center, Johns Hopkins APL makes critical contributions to a wide variety of national and global technical and scientific challenges. As the Director of Policy and Analysis, Ms. Fox leads efforts to increase APL's engagement on technical policy issues and directs research and analysis projects on behalf of the Department of Defense, the intelligence community, the National Aeronautics and Space Administration, and other federal agencies.

Ms. Fox is a three-time recipient of the Department of Defense Distinguished Service Medal. She has also been awarded the Department of the Army's Decoration for Distinguished Civilian Service.

Ms. Fox earned a Bachelor of Science degree in mathematics and a Master of Science degree in applied mathematics from George Mason University.