

Emil Michael

Under Secretary of Defense for Research and Engineering and Department of Defense Chief Technology Officer



Mr. Emil Michael serves as the Under Secretary of Defense for Research and Engineering (USD(R&E)) and Chief Technology Officer for the Department of Defense (DoD), spearheading the Department's efforts to ensure U.S. military technological superiority and keep the DoD at the forefront of innovation. In this critical role, he provides strategic direction and oversight for the DoD's entire research, development, and prototyping enterprise, including direct oversight of organizations such as the Defense Advanced Research Projects Agency (DARPA) and the Missile Defense Agency (MDA).

Prior to his appointment as USD (R&E), Mr. Michael distinguished himself as a White House Fellow, serving as Special Assistant to the Secretary of Defense. In that role, he managed key projects in Afghanistan, Iraq, and Pakistan and oversaw the 'tooth-to-tail' reform effort aimed at reducing overhead and bureaucracy to provide resources to our warfighters. His contributions earned him the Secretary of Defense Award for Outstanding Public Service.

After his initial tenure in the Department, Mr. Michael served on the Defense Business Board (DBB), where he drew on his vast private-sector experience to introduce commercial best practices into the department's operational framework. In this role, he helped craft policy recommendations that modernized procurement processes, optimized resource management, fostered a culture of agile decision-making, and facilitated closer collaboration between industry and the Department.

Beyond his government service, Mr. Michael has developed significant business experience in the private sector. He has helped build several successful companies, including D-Wave Systems, Tellme Networks, and Uber Technologies. Mr. Michael has a proven track record of anticipating technology shifts and identifying companies ripe for hyperscale, with investments spanning a broad range of companies across AI, financial technology, quantum computing, and consumer logistics. During his tenure as Chief Business Officer at Uber from 2013 to 2017, he created global partnerships, drove over \$20 billion in capital-raising initiatives, and helped orchestrate strategic mergers and acquisitions. He launched the UberMilitary initiative to support military families during relocations, demonstrating an ability to translate commercial success into meaningful support for the defense community. He also helped drive the creation of Uber's Advanced Technology Group, which was Uber's primary initiative to develop self-driving car

technology. By blending his private sector insights with the unique imperatives of national defense, Mr. Michael aims to accelerate the transition of breakthrough technologies from prototype to operational reality, ensuring that the U.S. military maintains its technological edge.

As a first-generation immigrant to the United States, Mr. Michael's journey embodies the American dream. He holds a B.A. from Harvard University and a J.D. with honors from Stanford Law School. He has the great honor of being selected by President Donald J. Trump to serve in his second administration in support of Secretary of Defense Hegseth and Deputy Secretary of Defense Feinberg, a decision that underscores the high confidence in his visionary leadership and his ability to advance America's defense capabilities.