

NORMAN R. AUGUSTINE was born and raised in Colorado and attended Princeton University where he graduated with a BSE in Aeronautical Engineering, magna cum laude, and an MSE. He was elected to Phi Beta Kappa, Tau Beta Pi and Sigma Xi.

In 1958 he joined Douglas Aircraft where he worked as a Research Engineer, Program Manager and Chief Engineer. Beginning in 1965, he served in the Office of the Secretary of Defense as Assistant Director of Defense Research and Engineering. He joined LTV Missiles and Space Company in 1970, serving as Vice President, Advanced Programs and Marketing. In 1973 he returned to the government as Assistant Secretary of the Army for R&D and in 1975 became Under Secretary of the Army, and later Acting Secretary of the Army. Joining Martin Marietta Corporation in 1977 as Vice President of Technical Operations, he was elected as CEO in 1987 and chairman in 1988, having previously been President and COO. He served as president of Lockheed Martin Corporation upon the formation of that company in 1995, and became CEO later the same year. He retired as chairman and CEO of Lockheed Martin in 1997, at which time he became a Lecturer with the Rank of Professor on the faculty of Princeton University, where he served until 1999.

Mr. Augustine was Chairman and Principal Officer of the American Red Cross for nine years, Chairman of the Council of the National Academy of Engineering, President and Chairman of the Association of the United States Army, Chairman of the Aerospace Industries Association, and Chairman of the Defense Science Board. He is a former President of the American Institute of Aeronautics and Astronautics and the Boy Scouts of America. He serves on the Board of Trustees of the National World War II Museum and is a former member of the Board of Directors of ConocoPhillips, Black & Decker, Proctor & Gamble and Lockheed Martin, and was a member of the Board of Trustees of Colonial Williamsburg. He served as a Regent of the University System of Maryland (12 institutions), is a Trustee Emeritus of Johns Hopkins and a former member of the Board of Trustees of Princeton and MIT. He has been a member of advisory boards to the Departments of Homeland Security, Energy, Defense, Commerce, Transportation, and Health and Human Services, as well as NASA, Congress and the White House. He was a member of the Hart/Rudman Commission on National Security, and served for 16 years on the President's Council of Advisors on Science and Technology under both Republican and Democratic presidents. He is a member of the American Philosophical Society, the National Academy of Sciences and the Council on Foreign Relations, and is a Fellow of the National Academy of Arts and Sciences and the Explorers Club.

Mr. Augustine has been presented the National Medal of Technology by the President of the United States and received the Joint Chiefs of Staff Distinguished Public Service Award. He has five times received the Department of Defense's highest civilian decoration, the Distinguished Service Medal. He is co-author of *The Defense Revolution* and *Shakespeare in Charge* and author of *Augustine's Laws*, *Augustine's Travels* and *The Way I See It*, the latter a collection of his photography. He holds honorary degrees from 35 universities; is the Inaugural President's Distinguished Scholar of the University of Maryland Baltimore, and was selected by Who's Who in America and the Library of Congress as one of "Fifty Great Americans" on the occasion of Who's Who's fiftieth anniversary. He has delivered over 1,500 speeches and lectures and since retiring has served pro bono on 53 committees and commissions of which he chaired or co-chaired 40. He has traveled in 130 countries and stood on both the North and South Poles of the earth.

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