

**EDWARD L. (TED) WARNER, III**  
**Secretary of Defense Representative to the**  
**New Strategic Arms Reduction Treaty (START) Negotiations**

Dr. Ted Warner was appointed the Secretary of Defense Representative to the New START negotiations in April 2009. He served as the deputy head of the U.S. delegation to these negotiations, which successfully concluded with the signing of the New START Treaty in Prague on April 8, 2010.

Prior to his current appointment, Dr. Ted Warner was a Principal at Booz Allen Hamilton, an international management and technology-consulting firm headquartered in McLean, Virginia. At Booz Allen, Dr. Warner oversaw work to support the development of enhanced U.S. military capabilities, with emphasis on the development of joint capabilities, and refinement of the capabilities-based approach to defense.

In this capacity, he worked with teams of strategic planners, defense analysts and experts in concept development and experimentation, wargaming, modeling & simulation, and capabilities-based analysis to assist the Office of the Secretary of Defense, the Services, the Joint Staff, and the Unified Combatant Commands (in particular, U.S. Joint Forces Command) as they developed new joint and Service concepts and capabilities to carry out the full range of military operations.

Over the past few years, Dr. Warner worked closely with OUSD (AT&L), OUSD (PA&E), and the Joint Staff J-8 leadership on efforts to enhance the connection between the capability needs identification process, which falls within the Joint Capability Integration and Development System (JCIDS), and the DoD 5000 series, which guides DoD's acquisition management processes. This work included the development and testing of a new approach called the Evaluation of Alternatives/Concept Decision Initiative (EoA/CDI). This effort developed and tested a series of reforms designed to streamline and better integrate these processes. Key elements of the new framework explored during the CDI effort are being implemented via changes in the JCIDS and DoDI 5000.02 processes in late 2008 and early 2009.

Dr. Warner also worked with the Joint Staff J-7 leadership on ways to more effectively link the joint operating concepts (JOCs) drafted by selected combatant commands (COCOMs), the joint integrating concepts (JICs) prepared by the COCOMs and the Services, and the joint functional concepts (JFCs) created by the Functional Capabilities Boards. Dr. Warner participated in "red team" reviews of the vast majority of the JOCs, JICs, and JFCs drafted between 2003 to 2007; helped U.S. Joint Forces Command/J9 draft the "Military Support to Stabilization, Security, Transition and Reconstruction Operations" Joint Operating Concept; and led work supporting development of the transformation roadmaps prepared by the Navy, Marine Corps and the Joint Community.

Dr. Warner also worked closely with the Navy Staff, assisting in the refinement of its Maritime Domain Awareness (MDA) Vision and Concept as well as the conduct of the initial MDA Capabilities-Based Assessment. He also worked with OPNAV to employ a new strategic planning approach as a key input to the development of the Navy Strategic Plan, which guided the development of the Navy's program and budget for FY2010-2015.

Before joining Booz Allen Hamilton, Dr. Warner was the Assistant Secretary of Defense for Strategy and Requirements from May 1993 until November 1997 and the Assistant Secretary of Defense for Strategy and Threat Reduction from November 1997 until October 2000. In these capacities, he advised the Under Secretary of Defense for Policy and the Secretary of Defense on national defense strategy, as well as the forces, their readiness, and the contingency plans needed to implement that strategy.

While serving as an Assistant Secretary of Defense, Dr. Warner oversaw, on behalf of the Secretary, the efforts of the Services and the U.S. Joint Forces Command to pursue the "revolution in military affairs" by developing and experimenting with new concepts and capabilities to carry out key military operations. In addition, he worked with NATO allies to create processes for cooperative coalition concept development and experimentation in pursuit of greatly enhanced collective Alliance military capabilities.

Dr. Warner was also responsible for Department of Defense policy for countering the proliferation of weapons of mass destruction; policy issues associated with U.S. nuclear forces, ballistic missile defense, arms control, and cooperative threat reduction; as well as defense relations with Russia and the other New Independent States, which emerged following the collapse of the Soviet Union. During this period, Dr. Warner was the head of the National Security Education Board from 1993 until 1996 and Vice Chairman of the Defense Policy Board from 1993 until 2000. Following his retirement from government service, Dr. Warner was a member of the Defense Policy Board in 2000-2001.

Prior to his work as an Assistant Secretary of Defense, Dr. Warner retired from the Air Force after twenty years service that included assignments as head of the Staff Group, Office of the Air Force Chief of Staff; assistant air attaché at the U.S. Embassy, Moscow; an analyst of Soviet military affairs with the Central Intelligence Agency; and as Assistant Professor of Political Science at the U.S. Air Force Academy. From 1982 to 1993, Dr. Warner was a senior defense analyst with the Rand Corporation in Washington, DC, where he carried out research on American national security policy, with particular emphasis on the development of new operational concepts to carry out critical operational objectives and military tasks, the defense and foreign policies of first the Soviet Union and subsequently Russia and the other successor states that emerged from the former Soviet Union, and East-West arms control issues. Between 1978 and 1992, Dr. Warner taught graduate courses in Soviet and Russian defense and arms control policy at Princeton University, Columbia University, and George Washington University.

Education: PhD., Politics, Princeton University  
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