

The Commission on the Future of the U.S. Aerospace Industry

(This is basically a follow up, ordered by Bush, to [Rumsfeld's commissions](#))

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"The United States aerospace industry plays a major role in our national defense, economic growth, scientific advancement, and quality of life. The Commission on the Future of the United States Aerospace Industry studies the issues associated with the future of the industry in the global economy and assesses the future importance of the U.S. aerospace industry for U.S. economic and national security. The Commission's findings and recommendations to the President and the Congress will greatly assist in the development of policies to support a robust U.S. aerospace industry for the twenty-first century. The country owes a debt of gratitude to Chairman Bob Walker and the Members of the Commission for their service to the country in this important endeavor."

Vice President Dick Cheney

The Commission on the Future of the United States Aerospace Industry was established by Section 1092 of the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001, Public Law 106-398. The Commission was formed to study the future of the United States aerospace industry in the global economy, particularly in relationship to United States national security; and to assess the future importance of the domestic aerospace industry for the economic and national security of the United States. The Commission will prepare and issue a final report to the President and Congress no later than November 27, 2002. Periodic interim reports may also be issued.

MISSION STATEMENT

The Commission shall develop and recommend a series of public policy reforms which will permit the U.S. aerospace industry to create superior technology, excel in the global marketplace, profit from investments in human and financial capital, benefit from coordinated and integrated government decision-making, assure our national security, access modern infrastructure, and give the United States a capacity throughout the 21st Century to reach for the stars.

COMMISSION MANDATE

The Commission was given a broad mandate by the Congress to study:

- The adequacy of projected budgets of the federal departments and agencies for aerospace research and development and procurement;
- The adequacy of the current acquisition process of federal departments and agencies;
- The procedures for developing and fielding aerospace systems incorporating new technology in a timely fashion;
- The policies, procedures, and methods for the financing and payment of government contracts;
- Statutes and regulations governing international trade and the export of technology;
- Policies governing taxation, particularly with a view to assessing the impact of current tax laws and practices on the international competitiveness of the aerospace industry;
- Programs for the maintenance of the national space launch infrastructure
- Programs for the support of science and engineering education.

http://www.aerospacecommission.gov/quick_facts.htm

Commissioners

Chairman
(Presidential Appointee)

Honorable Robert Walker

Robert S. Walker, currently the Chairman of Wexler and Walker Public Policy Associates, is an expert in science, space, technology and energy issues. During the 2000 presidential campaign, Mr. Walker served as the senior advisor on science, space and technology to George W. Bush.

As a Member of Congress from Pennsylvania's 16th District, Mr. Walker spent much of his twenty year career in the Republican leadership as Chief Deputy Whip, Chairman of the Leadership, and Speaker Pro Tempore. In 1995, he was selected as Chairman of the Science Committee and Vice Chairman of the Budget Committee. NASA awarded Mr. Walker with its highest honor, the Distinguished Service Medal, in 1996, making him the first sitting House Member to be so recognized. Throughout his congressional tenure, he was probably best known for his role as the GOP floor manager in the House.

Mr. Walker appears regularly on FOX News, CNBC and PBS, among others, and lectures at the Brookings Institution, the Georgetown University Government Affairs Institute, the Kennedy School at Harvard University, the Cato Institute, the Heritage Foundation, the Woodrow Wilson Center and at several colleges and universities. He has stayed involved in space policy as a board member of the [Aerospace Corporation](#), SpaceDev, and the Space Foundation. In addition, he is Vice Chairman of the Board of DCH Technology and serves on the advisory board of the IMAX Corporation.

Prior to his election to Congress in 1976, Mr. Walker was a high school teacher and a congressional aide. He earned his B.S. in Education from Millersville University in Pennsylvania, an M.A. in Political Science from the University of Delaware and an Honorary Doctor of Laws from Franklin and Marshall College.

<http://www.aerospacecommission.gov/commissioners/walker.shtml>

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Vice Chairman

(U.S. House of Representatives Appointee)

Honorable F. Whitten Peters

Partner Williams & Connolly

F. Whitten Peters joined the Washington, D.C. office of Williams & Connolly in 2001 after five years serving in the Administration of President Bill Clinton. During that time, Mr. Peters was Secretary of the Air Force, Under Secretary and Acting Secretary of the Air Force, and Principal Deputy General Counsel of the Department of Defense.

In his Air Force positions, Mr. Peters was responsible for recruiting, training and equipping the men and women on active duty and in the Air National Guard and Air Force Reserve, as well as the 165,000 civilians of the total force. He was further responsible for planning, justifying and allocating the service's annual budget of approximately \$71 billion.

Mr. Peters had previously been affiliated with Williams & Connolly as a Partner (1984-1995) and as an Associate (1978-1984). He also served as a Law Clerk to the Honorable William J. Brennan, Jr., Supreme Court of the United States (1977-1978) and as a Law Clerk to the Honorable J. Skelly Wright, U.S. Court of Appeals for the District of Columbia Circuit (1976-1977).

In his current position with Williams & Connolly, Mr. Peters specializes in complex civil and criminal litigation, as well as issues relating to national security and the Defense Department. He is also consulting for a number of defense companies. In addition, he has written and spoken on defense policy issues, acquisition reform, legal ethics and criminal law issues as well as teaching at Georgetown University Law School and the Columbus School of Law at Catholic University.

Mr. Peters received his J.D., magna cum laude, in 1976 from Harvard Law School. He received his B.A. (Government), magna cum laude, from Harvard College in 1968; he is a distinguished graduate, U.S. Navy Officer Candidate School, 1969; and M.Sc. (Economics), with distinction, from London School of Economics in 1973.

<http://www.aerospacecommission.gov/commissioners/peters.shtml>

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Presidential Appointees

Buzz Aldrin

Co-Chair, Aerospace Infrastructure

Founder, Starcraft Enterprises

Buzz Aldrin lectures and travels throughout the world on behalf of Starcraft Enterprises to pursue and discuss his and others' latest concepts and ideas for exploring the universe.

In October 1963, Dr. Aldrin was selected by NASA as one of the early astronauts. In November 1966, he established a new record for Extra-Vehicular Activity in space on the Gemini XII orbital flight mission. As Backup Command Module Pilot for Apollo VIII, man's first flight around the moon, he significantly improved operational techniques for astronomical navigation star display. On July 20, 1969, Dr. Aldrin, as a member of the historic Apollo XI mission, became the second human being to set foot on the moon.

Since retiring from NASA, the Air Force and his position as Commander of the Test Pilot School at Edwards Air Force Base in California, Dr. Aldrin has remained in the forefront in his efforts to ensure a continued leading role for America in manned space exploration through writing and public speaking. He has created a master plan of evolving missions for sustained exploration utilizing his concept, "Mars Cyclers," a spacecraft system which makes perpetual orbits between Earth and Mars. In 1993, Dr. Aldrin received a U.S. patent for a permanent space station he designed. More recently he founded his reusable rocket design company, Starcraft Boosters, Inc., and the ShareSpace Foundation which is a nonprofit organization devoted to opening the doors to space tourism for all people.

Dr. Aldrin graduated with honors from the U.S. Military Academy at West Point in 1951. After receiving his Air Force pilot's wings in 1952, he flew Sabre Jets in 66 combat missions in the Korean Conflict. He earned his Sc.D. in Astronautics from the Massachusetts Institute of Technology in 1963.

<http://www.aerospacecommission.gov/commissioners/aldrin.shtml>

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Edward M. Bolen **Co-Chair, Aerospace Infrastructure**

President & CEO, General Aviation Manufacturers Association

Edward M. Bolen joined the General Aviation Manufacturers Association (GAMA) in 1995 as Senior Vice President and General Counsel. He was elected by GAMA's Board of Directors as President and CEO in November 1996.

Prior to joining GAMA, Mr. Bolen was Majority General Counsel to the Senate Committee on Labor and Human Resources. He also served as Legislative Director for U.S. Senator Nancy Kassebaum (R-KS) and was a key player in the passage of the General Aviation Revitalization Act of 1994.

In 2000, Mr. Bolen was nominated by President Bill Clinton and confirmed by the U.S. Senate to serve a two-year term as a member of the Management Advisory Council (MAC) to the Federal Aviation Administration (FAA). He was subsequently elected to serve as Chairman. The Council provides advice and counsel to the Administrator of the FAA on issues that affect or are affected by operations of the Administrator of the FAA and functions as an oversight resource for management, policy, spending, and regulatory matters under the jurisdiction of FAA.

In addition, Mr. Bolen serves on NASA's Aviation Safety Program Executive Council. He is also a member of the Aviation Advisory Board of the Mitre Corporation; the Policy Board of RTCA, Inc.; and the Board of Directors of the National Aeronautic Association.

Mr. Bolen received his Master of Laws degree from Georgetown University Law Center. He received a B.A. in Economics from the University of Kansas and is a graduate of the Tulane University Law School.

<http://www.aerospacecommission.gov/commissioners/bolen.shtml>

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Honorable John Douglass **Co-Chair, Aerospace Technology**

John W. Douglass began his term as seventh full-time executive of the 82 year old association in September 1998. Before joining the Aerospace Industries Association (AIA), he served as Assistant Secretary of the Navy for Research, Development and Acquisition.

Prior to serving as Assistant Secretary of the Navy, Mr. Douglass had several assignments including as Deputy U.S. Military Representative (NATO), Director of Plans and Policy and Director of Science and Technology (Office of the Secretary of the Air Force), Special Assistant to the Office of the Undersecretary of Defense for Acquisition, and as Director of National Security Programs at the White House. He also served as President

Reagan's personal representative to the Blue Ribbon Commission on Defense Management chaired by David Packard.

During three years on Capitol Hill, Mr. Douglass served as Foreign Policy Advisor and Science and Technology Advisor to U.S. Senator Sam Nunn (D-GA)(Chairman and later Ranking Minority Member of the Senate Armed Services Committee), and as lead minority staff member for the Defense Acquisition and Technology Subcommittee's Technology Base programs, Codeword programs and Defense Conversion and Technology reinvestment programs.

While on active duty in the Air Force, Mr. Douglass was assigned as a contracting officer, an engineering officer, a test and evaluation officer, a program control officer and a research director. He retired from the Air Force as a Brigadier General in 1992.

Mr. Douglass received his undergraduate degree from the University of Florida and advanced degrees from Texas Tech University and Fairleigh Dickinson University. He has done postgraduate work at the Cornell University Center for International Studies, where he was an Air Force Research Fellow with the Peace Studies Program.

<http://www.aerospacecommission.gov/commissioners/douglass.shtml>

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Neil deGrasse Tyson

Co-Chair, Aerospace Technology

Neil deGrasse Tyson was appointed the Frederick P. Rose Director of the Hayden Planetarium in 1996, and is a member of the recently established Department of Astrophysics at the American Museum of Natural History in New York City. From January 1997 to its completion in February 2000, Dr. Tyson served as the Project Scientist for the reconstruction of the Planetarium, where exhibition space more than doubled.

Dr. Tyson's professional research interests are primarily related to the structure of the Milky Way Galaxy, and the formation of stars, supernovas, and dwarf galaxies. He directs the scientific research efforts of the Hayden Planetarium and guides its educational outreach, working closely with the Museum's Department of Education. In addition, Dr. Tyson serves as a visiting research scientist in the Department of Astrophysics at Princeton University.

Dr. Tyson is also author of six books, one of which is his memoir *The Sky Is Not the Limit: Adventures of an Urban Astrophysicist* (Doubleday 2000). Another is *One Universe: At Home in the Cosmos* (Joseph Henry Press/2000), a large format work co-authored with Charles Liu and Robert Irion that won the American Institute of Physics 2001 science writing award.

Dr. Tyson is a graduate of the prestigious Bronx High School of Science. He went on to earn his B.A. in Physics from Harvard University, and his Ph.D. in astrophysics from Columbia University in 1991.

<http://www.aerospacecommission.gov/commissioners/tyson.shtml>

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Heidi Wood

Co-Chair, Aerospace Investment

Heidi Wood joined Morgan Stanley Dean Witter in August 1999 as Vice President and Senior Analyst. She directs equity coverage of North American equity research in aerospace, defense and defense electronics companies and leads global coverage for the sector, coordinating with London and Singapore-based analyst teams.

Prior to Morgan Stanley, Ms. Wood was an analyst at SG Cowen, a financial consultant at Shearson Lehman Hutton and Wedbush Morgan securities.

In the just-released 2001 Institutional Investor All Stars, Ms. Wood was ranked Runner-Up in aerospace/defense sector. She was cited in 2000 as a "Rising Star," and was ranked 3rd by Greenwich Associates. She is also Treasurer of the New York Aerospace Analyst Society.

Ms. Wood received a B.A. with honors from Brown University in 1987.

<http://www.aerospacecommission.gov/commissioners/wood.shtml>

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Senate Appointees

John J Hamre

Co-Chair, Aerospace Global Issues

President and CEO, Center for Strategic and International Studies (CSIS)

John Hamre was elected president and CEO of CEO CSIS in January 2000. Before joining CSIS, he served as the 26th U.S. Deputy Secretary of Defense (1997-1999). Prior to holding that post, he was the Under Secretary of Defense (Comptroller)(1993-1997). As Comptroller, Dr. Hamre was the principal assistant to the Secretary of Defense for the preparation, presentation, and execution of the defense budget and management improvement programs.

Before serving in the Department of Defense, Dr. Hamre worked for ten years as a professional staff member of the Senate Armed Services Committee. During that time he was primarily responsible for the oversight and evaluation of procurement, research, and development programs; defense budget issues; and relations with the Senate Appropriations Committee.

From 1978 to 1984, Dr. Hamre served in the Congressional Budget Office where he became its deputy assistant director for national security and international affairs. In that position, he oversaw analysis and other support for committees in both the House of Representatives and the Senate.

Dr. Hamre received his Ph.D., with distinction, in 1978 from the School of Advanced International Studies, Johns Hopkins University. His studies focused on international politics and economics and U.S. foreign policy. He received a B.A. with high distinction from Augustana College in Sioux Falls, South Dakota, in 1972, emphasizing political science and economics. He also studied as a Rockefeller Fellow at the Harvard Divinity School.

<http://www.aerospacecommission.gov/commissioners/hamre.shtml>

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Honorable William Schneider

Co-Chair, Aerospace Global Issues

Chairman, Defense Science Board

William Schneider is currently the Chairman of the Defense Science Board in the U.S. Department of Defense. He is also President of International Planning Services, Inc (an international trade and finance advisory firm) and an Adjunct Fellow of the Hudson Institute. He was formerly Under Secretary of State for Security Assistance, Science and Technology (1982-1986). He joined the Administration as the Associate Director for National Security and International Affairs at the Office of Management and Budget prior to being nominated as Under Secretary by the President.

In addition, Dr. Schneider served as Chairman of the President's General Advisory Committee on Arms Control and Disarmament (1987-1993); as a Member of the Japan-U.S. Friendship Commission (operated under the auspices of USIA); as a Member of the Commission to Assess the Ballistic Missile Threat to the United States; and presently serves as a consultant to the Department of State, Department of Defense, and the Department of Energy.

Dr. Schneider is an economist and defense analyst and was formerly a Staff Associate of the Subcommittee on Defense and Foreign Operations of the U.S. House Appropriations Committee, and a consultant to the Hudson Institute. Prior to joining the U.S. House staff in 1977, he was a U.S. Senate staff member and a professional staff member of the Hudson Institute. At the Hudson Institute, he contributed to studies on strategic forces, Soviet affairs, theater nuclear force operations, and arms control. He is also the author of several works on defense and foreign policy, U.S. strategic forces, theater nuclear forces, and unconventional warfare.

Dr. Schneider received his Ph.D. from New York University in 1968.

<http://www.aerospacecommission.gov/commissioners/schneider.shtml>

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Robert J Stevens

Co-Chair, Aerospace Investment

President & COO, Lockheed Martin

Robert J. Stevens was appointed President and Chief Operating Officer of Lockheed Martin and elected to the Corporation's Board of Directors in October 2000.

From October 1999 through March 2001, Mr. Stevens was the Corporation's Chief Financial Officer acting as the principal interface to the capital markets and serving on the Boards of the Corporation's Finance Company and Investment Company. Previously, he held positions as Vice President of the Corporation's Strategic Development organization and President and Chief Operating Officer of the former Lockheed Martin Energy and Environment Sector. In addition to restructuring Lockheed Martin's energy businesses, he provided leadership for more than 30,000 professional employees principally engaged in Defense Programs, Energy Research, and Environmental Management activities. He also served as Chairman of the Board of Directors of Sandia Corporation, Energy Research Corporation and Energy Systems Corporation.

Prior to joining the Energy and Environment Sector, Mr. Stevens was president of Lockheed Martin Air Traffic Management. He had served previously as both Executive Vice President and as Senior Vice President and Chief Financial Officer beginning in December 1993.

From 1988 to 1993, Mr. Stevens was the General Manager of Loral Systems Manufacturing Company, having previously worked as Vice President and Chief Financial Officer.

Mr. Stevens is a summa cum laude graduate of Slippery Rock University. He earned a master's degree in engineering and management from the Polytechnic University of New York and a master's degree in business from Columbia University. He is also a graduate of the Department of Defense Systems Management College Program Management course.

<http://www.aerospacecommission.gov/commissioners/stevens.shtml>

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House Appointees

Tom Buffenbarger

Co-Chair, Aerospace Workforce

International President, International Association of Machinists and Aerospace Workers

R. Thomas Buffenbarger is the 13th International President in the 112 year history of the International Association of Machinists and Aerospace Workers (IAM). First elected in 1997, Tom Buffenbarger leads 730,000 active and retired IAM members in Canada and the United States.

IAM members are building America's F-22 fighters at Boeing and Lockheed Martin, Aegis destroyers at Bath Iron Works and Bradley fighting vehicles at FMC Corporation. They are servicing United and US Airways planes, Union Pacific and Amtrak trains, UPS trucks and GM cars. Under Mr. Buffenbarger's leadership, the IAM continues to diversify. It now represents doctors and limousine drivers in New York City, caregivers in VA hospitals, loggers in Oregon and cigarette makers in Virginia.

As its International President, Mr. Buffenbarger serves on two major IAM sponsored organizations. He serves on the board of directors of Guide Dogs of America. He helps lead the Machinists Non-Partisan Political League, the twelfth largest political action committee in the nation. He is a member of the Executive Council of the AFL-CIO where he chairs the Committee on State and Local Central Bodies. Mr. Buffenbarger serves on the Executive Committee of the International Metalworkers Federation representing 20 million workers in more than 100 countries and as president of its Aerospace Department. He is currently a member of the U.S. Treasury Department's Advisory Committee to the International Monetary Fund.

Mr. Buffenbarger, a journeyman tool and die maker at GE's jet engine plant in Evendale, Ohio, has been a machinist for more than thirty years.

<http://www.aerospacecommission.gov/commissioners/buffenbarger.shtml>

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Honorable Tillie Fowler

Co-Chair, Aerospace Workforce

Partner, Holland & Knight LLP

Tillie K. Fowler joined the Washington, D.C. office of Holland & Knight as a Partner in 2001 after a distinguished 8-year tenure in the U.S. House of Representatives. In 1998, she was chosen by her Republican colleagues to be the Vice Chairman of the Republican Conference, making her the highest ranking woman in the U.S. Congress when she retired. She also served for six years as a Deputy Majority Whip.

During her House career, Mrs. Fowler served on the House Armed Services Committee and the House Transportation Committee.

Beginning her career as a legislative aide to a U.S. Representative, Mrs. Fowler later served as Counsel in the White House Office of Consumer Affairs under President Richard Nixon. She moved from Washington, DC to Florida in 1971 and she and her husband started a family. Tillie Fowler returned to political public service when she was elected to the Jacksonville City Council in 1985 - later serving as the body's first female President.

In Congress, Tillie Fowler's reputation as a knowledgeable and articulate Representative garnered her many appointments outside her committee assignments: the U.S. Naval Academy Board of Visitors; the Board of Trustees for the Stennis Center for Public Service; and the Board of Visitors for the Defense Department's Centers for Security Studies.

Upon her departure from Congress, Rep. Fowler was awarded with the Navy's Distinguished Public Service Award by the Secretary of the Navy. She was also honored with the Department of Defense Medal for Distinguished Public Service, awarded by the Secretary of Defense William S. Cohen.

In addition to her work at Holland & Knight, Mrs. Fowler serves on the Defense Policy Board Advisory Committee; the Chief of Naval Operations' Executive Panel; the Distinguished Congressional Fellows panel of the Center for Strategic & International Studies; and the corporate boards of Winn-Dixie Stores, Inc. and Florida Rock Industries, Inc.

Mrs. Fowler received her law degree and her bachelor's degree from Emory University. She is a member of the District of Columbia and Georgia Bars.

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CONTEXT FROM ORIGINAL DOCUMENT

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(PUBLIC DOMAIN) - 27 November 2002 — The Commission on the Future of the U.S. Aerospace Industry delivers its final report to Congress; it recommends a series of public policy reforms to enable the aerospace industry to create superior technology.

Members of the commission include George W Bush senior advisor on science, space and technology Robert S Walker, USAF Whitten Peters, astronaut Buzz Aldrin, General Aviation Manufacturers Association CEO Edward M Bolen, former Assistant Secretary of the Navy for RDA John Douglass, Neil deGrasse Tyson, Morgan Stanley Dean Witter aerospace analyst Heidi Wood, CSIS CEO John J Hamre, Defense Science Board Chairman William Schneider, Lockheed Martin President Robert J Stevens, IAM Intl. President Tom Buffenbarger, and Holland & Knight LLP Partner Tillie Fowler.

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