



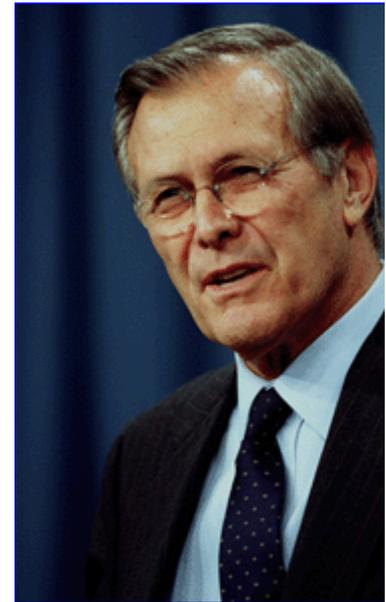
## DONALD H. RUMSFELD

### Secretary of Defense



Donald H. Rumsfeld was sworn in as the 21st [Secretary of Defense](#) on January 20, 2001. Before assuming his present post, the former Navy pilot had also served as the 13th Secretary of Defense, White House Chief of Staff, U.S. Ambassador to NATO, U.S. Congressman and chief executive officer of two Fortune 500 companies.

Secretary Rumsfeld is responsible for directing the actions of the Defense Department in response to the terrorist attacks on September 11, 2001. The war is being waged against a backdrop of major change within the Department of Defense. The department has developed a new defense strategy and replaced the old model for sizing forces with a newer approach more relevant to the 21st century. Secretary Rumsfeld proposed and the President approved a significant reorganization of the worldwide command structure, known as the Unified Command Plan, that resulted in the establishment of the U.S. Northern Command and the U.S. Strategic Command, the latter charged with the responsibilities formerly held by the Strategic and Space Commands which were disestablished.



The Department also has refocused its space capabilities and fashioned a new concept of strategic det that increases security while reducing strategic nuclear weapons. To help strengthen the deterrent, the defense research and testing program has been reorganized and revitalized, free of the restraints of the treaty.

Mr. Rumsfeld attended Princeton University on academic and NROTC scholarships (A.B., 1954) and the U.S. Navy (1954-57) as an aviator and flight instructor. In 1957, he transferred to the Ready Reserve and continued his Naval service in flying and administrative assignments as a drilling reservist until 1975. He transferred to the Standby Reserve when he became Secretary of Defense in 1975 and to the Retired Reserve with the rank of Captain in 1989.

In 1957, he came to Washington, DC to serve as Administrative Assistant to a Congressman. After a stint at an investment banking firm, he was elected to the U.S. House of Representatives from Illinois in 1962 at the age of 30, and was re-elected in 1964, 1966, and 1968.

Mr. Rumsfeld resigned from Congress in 1969 during his fourth term to join the President's Cabinet. From 1969 to 1970, he served as Director of the Office of Economic Opportunity and Assistant to the President. From 1971 to 1972, he was Counsellor to the President and Director of the Economic Stabilization Program. In 1973, he left Washington, DC, to serve as U.S. Ambassador to the North Atlantic Treaty Organization in Brussels, Belgium (1973-1974).

In August 1974, he was called back to Washington, DC, to serve as Chairman of the transition to the Presidency of Gerald R. Ford. He then became Chief of Staff of the White House and a member of the President's Cabinet (1974-1975). He served as the 13th U.S. Secretary of Defense, the youngest in the

history (1975-1977).

From 1977 to 1985 he served as Chief Executive Officer, President, and then Chairman of G.D. Searl worldwide pharmaceutical company. The successful turnaround there earned him awards as the Outstanding Chief Executive Officer in the Pharmaceutical Industry from the Wall Street Transcript (1980) and Financial World (1981). From 1985 to 1990 he was in private business.

Mr. Rumsfeld served as Chairman and Chief Executive Officer of General Instrument Corporation from 1985 to 1993. General Instrument Corporation was a leader in broadband transmission, distribution, and access control technologies. Until being sworn in as the 21st Secretary of Defense, Mr. Rumsfeld served as Chairman of the Board of Gilead Sciences, Inc., a pharmaceutical company.

Before returning for his second tour as Secretary of Defense, Mr. Rumsfeld chaired the bipartisan U.S. Missile Threat Commission, in 1998, and the U.S. Commission to Assess National Security Space Management and Organization, in 2000.

During his business career, Mr. Rumsfeld continued his public service in a variety of Federal posts, including:

- Member of the President's General Advisory Committee on Arms Control (1982 - 1986);
- Special Presidential Envoy on the Law of the Sea Treaty (1982 - 1983);
- Senior Advisor to the President's Panel on Strategic Systems (1983 - 1984);
- Member of the U.S. Joint Advisory Commission on U.S./Japan Relations (1983 - 1984);
- Special Presidential Envoy to the Middle East (1983 - 1984);
- Member of the National Commission on Public Service (1987 - 1990);
- Member of the National Economic Commission (1988 - 1989);
- Member of the Board of Visitors of the National Defense University (1988 - 1992);
- Member of the Commission on U.S./Japan Relations (1989 - 1991); and
- Member of the U.S. Trade Deficit Review Commission (1999 - 2000).

While in the private sector, Mr. Rumsfeld's civic activities included service as a member of the National Academy of Public Administration and a member of the boards of trustees of the Gerald R. Ford Foundation, the Hoover Institution at Stanford University, and the National Park Foundation, and as Chairman of the Eisenhower Exchange Fellowships, Inc.

In 1977, Mr. Rumsfeld was awarded the nation's highest civilian award, the Presidential Medal of Freedom.



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