



# PORTFOLIO SKETCHES:

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# Secretary of State - Colin Luther Powell



Powell was born on April 5, 1937. He began his military service, joining the Reserve Officer Training Corps. During his 35 years in the Army he served two tours in Vietnam, was stationed in West Germany and South Korea, and acted as President Ronald Reagan's National Security Advisor from 1987 until 1989. was appointed by President George H.W. Bush to the position of Chairman of the Joint Chiefs of Staff. In the four years Powell served in that capacity, he oversaw 28 crises, including Operation Desert Storm in 1991. Colin L. Powell was appointed Secretary of State by George W. Bush on January 20, 2001, after being unanimously confirmed by the U.S. Senate. He served

for four years, leaving the position on January 26, 2005. He was the first African-American to serve as Secretary of State and the first and so far the only African American, to serve on the Joint Chiefs of Staff

Under the Constitution, the President of the United States determines U.S. foreign policy. The Secretary of State, appointed by the President with the advice and consent of the Senate, is the President's chief foreign affairs adviser. The Secretary carries out the President's foreign policies through the State Department and the Foreign Service of the United States.

The activities and responsibilities of the State Department include the following: Serves as the President's principal adviser on U.S. foreign policy; Conducts negotiations relating to U.S. foreign affairs; Grants and issues passports to American citizens and exequaturs to foreign consuls in the United States;

Advises the President on the appointment of U.S. ambassadors, ministers, consuls, and other diplomatic representatives;

Advises the President regarding the acceptance, recall, and dismissal of the representatives of foreign governments;

Personally participates in or directs U.S. representatives to international conferences, organizations, and agencies;



Negotiates, interprets, and terminates treaties and agreements;

Ensures the protection of the U.S. Government to American citizens, property, and interests in foreign countries;

Supervises the administration of U.S. immigration laws abroad;

Provides information to American citizens regarding the political, economic, social, cultural, and humanitarian conditions in foreign countries;

Informs the Congress and American citizens on the conduct of U.S. foreign relations;

Promotes beneficial economic intercourse between the United States and other countries;

Administers the Department of State; Supervises the Foreign Service of the United States.

In addition, the Secretary of State retains domestic responsibilities that Congress entrusted to the State Department in 1789. These include the custody of the Great Seal of the United States, the preparation of certain presidential proclamations, the publication of treaties and international acts as well as the official record of the foreign relations of the United States, and the custody of certain original treaties and international agreements. The Secretary also serves as the channel of communication between the Federal Government and the States on the extradition of fugitives to or from foreign countries.

After retiring from the role of Secretary of State, Powell returned to private life.

The Secretary of State shall be charged with the administration and the enforcement of the provisions of this chapter and all other immigration and nationality laws relating to

(1) the powers, duties, and functions of diplomatic and consular officers of the United States, except those powers, duties, and functions conferred upon the consular officers relating to the granting or refusal of visas;

(2) the powers, duties, and functions of the Administrator; and

(3) the determination of nationality of a person not in the United States. He shall establish such regulations; prescribe such forms of reports, entries and other papers; issue such instructions; and perform such other acts as he deems necessary for carrying out such provisions. He is authorized to confer or impose upon any employee of the United States, with the consent of the head of the department or independent establishment under whose jurisdiction the employee is serving, any of the powers, functions, or duties conferred or

imposed by this chapter or regulations issued thereunder upon officers or employees of the Department of State or of the American Foreign Service.

## Deputy Secretary of State - Richard Armitage



The Deputy Secretary of State of the United States is the chief assistant to the Secretary of State. If the Secretary of State resigns or dies, the Deputy Secretary of State becomes Acting Secretary of State until the President nominates and the Senate confirms a replacement. The position was created in 1972.

Mr Richard Lee Armitage, who under President George Bush was nominated for the post of Deputy Secretary of State under Gen. Colin Powell, graduated in 1967 from the U.S. Naval Academy and was commissioned as an ensign. He served on a destroyer stationed on the Vietnam coastline and subsequently did Born in 1945, Mr. Richard Lee Armitage, who has been nominated by three combat tours

with the advisor forces in Vietnam.

He became fluent in Vietnamese. Mr. Armitage left active duty in 1973 and joined the U.S. Defense Attache's Office in Saigon. Before the fall of Saigon, he organized the evacuation of the Vietnamese naval assets and personnel who had collaborated with the US, from that country

In October 2000 Armitage renamed the US Defense Program to Allied Missile Defense to better reflect its new scope. The ties between Richard Armitage (part of the so called "Wolfowitz Cabal" around Paul Wolfowitz, Perle, Richard and Woolsey, James, and a possible manipulated Sept 11th-attack are well known: In May 2001 Richard Armitage, a career covert operative and former Navy Seal, traveled to India on a publicized tour while CIA Director George Tenet made a quiet visit to Pakistan to meet with Pakistani leader General Pervez Musharraf.

Armitage was in Japan and Korea in mid-May 2001: Tokyo and Seoul. At the same time, Paul D. Wolfowitz, (Deputy Defense Secretary), made a swing through Europe that included a visit to Russia, the other major power on China's border



Armitage owns at least \$250,001 to \$500,000 in stocks of Electronic Data Systems, the 49th largest defense contractor, which lobbies the Defense Dept. over various appropriations issues

He is a warhawk, too. He once served as Assistant Secretary of Defense for International Security under the Reagan Administration.

## Secretary of Defense - Donald Henry Rumsfeld



Donald Henry Rumsfeld (born July 9, 1932) is an American politician and businessman. He served as the 13th Secretary of Defence from 1975 to 1977 under President Gerald Ford, and as the 21st Secretary of Defence from 2001 to 2006 under President George W. Bush. He is both the youngest and the oldest person to have served as Secretary of Defence. Additionally, Rumsfeld was a four-term U.S. Congressman from Illinois (1962–1969), Director of the Office of Economic Opportunity (1969–1970), Counsellor to the President (1969–1973), the United States Permanent Representative to NATO (1973–1974), and White House Chief of Staff (1974–1975).

Rumsfeld attended Princeton University, graduating in 1954 with a degree in political science. After serving in the Navy for three years, he mounted a campaign for Congress in Illinois' 13th Congressional District, winning in 1962 at the age of 30. He was a leading co-sponsor of the Freedom of Information Act. Rumsfeld reluctantly accepted an appointment by President Richard Nixon to head the Office of Economic Opportunity in 1969 (after a personal plea from Nixon) appointed Counsellor by Nixon and entitled to Cabinet-level status, he would also head up the Economic Stabilization Program before being appointed Ambassador to NATO. Called back to Washington in August 1974, Rumsfeld was appointed Chief of Staff by President Ford, and soon successfully urged Ford to veto an expansion of the Freedom of Information Act, though the veto was easily overridden. He recruited a young one-time staffer of his, former Congressman Dick Cheney, to succeed him when Ford nominated Rumsfeld Secretary of Defence in 1975.

Rumsfeld was recommended for the position of Defence Secretary (for the second time) by incoming Vice President Dick Cheney in late 2000, and was appointed in January 2001 by President George W. Bush despite Rumsfeld's past rivalry with the previous President Bush.

Bush's first choice, FedEx founder Fred Smith was unavailable. His tenure has been noted to be one of the most pivotal in recent history; as one of the key individuals responsible for the restructuring of the military in the new 21st century.

#### POWERS AND FUNCTIONS (AS SECRETARY OF DEFENCE):

The Secretary of Defence, appointed by the President with the advice and consent of the Senate. The head of the Department of Defence, "the principal assistant to the President in all matters relating to Department of Defence", and has "authority, direction and control over the Department of Defence". Because the Constitution vests all military authority in Congress and the President, the statutory authority of the Secretary of Defence is derived from their constitutional authorities. Since it is impractical for either Congress or the President to participate in every piece of Department of Defence affairs, the Secretary of Defence, and the Secretary's subordinate officials generally exercise military authority.

### Deputy Secretary of Defense - Paul Wolfowitz



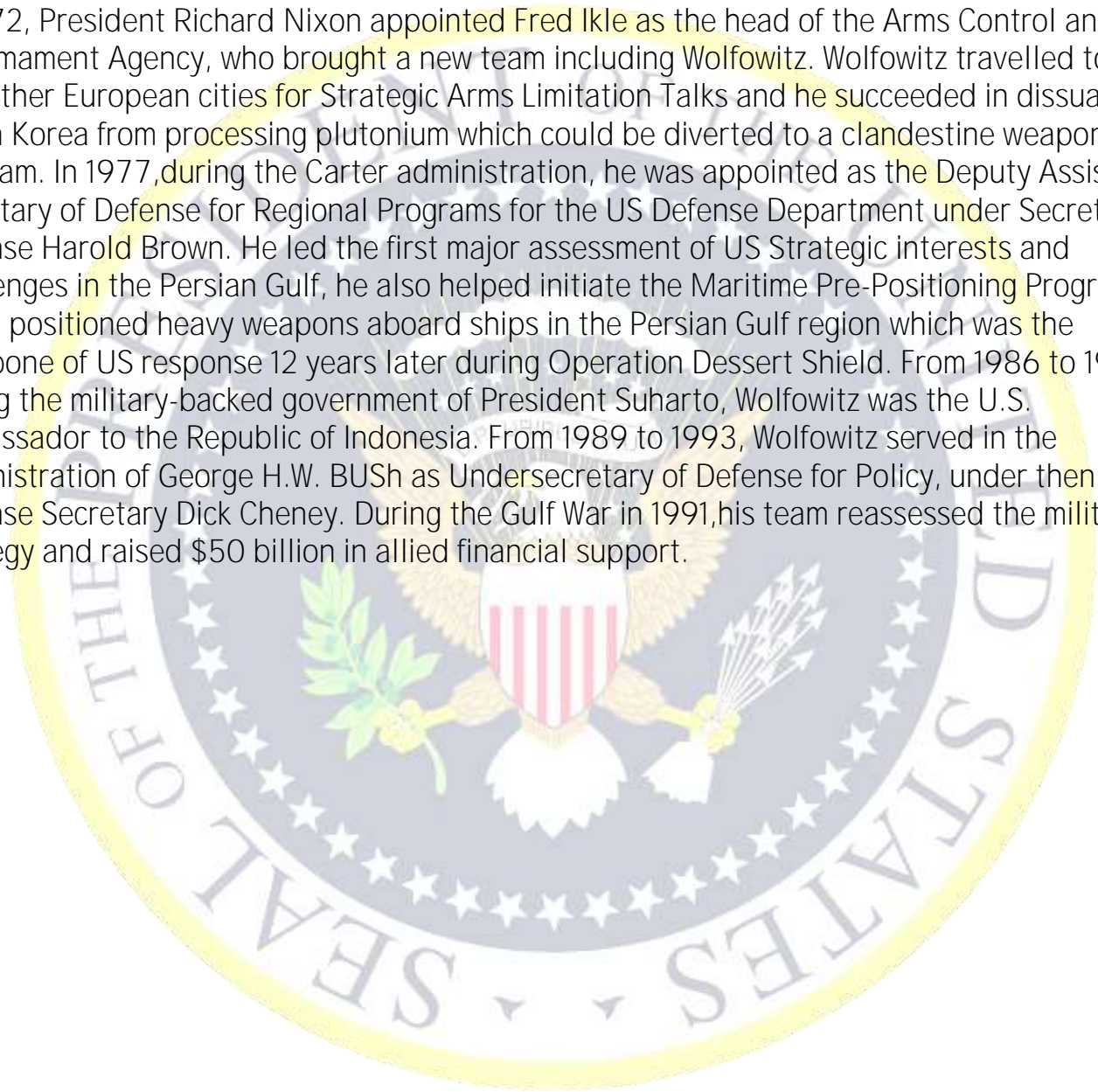
The Deputy Secretary of Defense is the second highest rank in the Department of Defense. He or She is the principal civilian deputy to the Secretary of Defense and is appointed by the President, with the advise and consent of the Senate. The Deputy Secretary of Defense may exercise any powers of the Secretary of Defense for the Secretary of Defense on all matters under the Secretary. The deputy chairs the Defense Resource Board which gives budget allocations recommendations to the Secretary of Defense and the President. He or She is the official who guides the Quadrennial Defense Review, a study led by the Department of Defense that analyzes strategic objectives and military threats. The Deputy Secretary of Defense chairs the Special Access Program Oversight Committee, which has oversight responsibilities and provides recommendations with respect to

changes in stat US of the Department's Special Access Programs, for either the Deputy Secretary Defense or the Secretary of Defense to make. The Deputy also oversees the day to day business and management of the Department of Defense. It can be said that he is the Chief Operating Officer of the Department of Defense.



Paul Wolfowitz is the 28<sup>th</sup> Deputy Secretary of Defense, appointed in March 2001. He is a Graduate of Cornell University and the University of Chicago. He has been a Republican since 1981. He has an aggressive policy toward situations. He was a neoconservative, a branch of American conservatism promoting free markets, welfare states, firm endorsement of democracy, political individualism and also American foreign interests through military action. He believed in asserting dominance through military force.

In 1972, President Richard Nixon appointed Fred Ikle as the head of the Arms Control and Disarmament Agency, who brought a new team including Wolfowitz. Wolfowitz travelled to Paris and other European cities for Strategic Arms Limitation Talks and he succeeded in dissuading South Korea from processing plutonium which could be diverted to a clandestine weapons program. In 1977, during the Carter administration, he was appointed as the Deputy Assistant Secretary of Defense for Regional Programs for the US Defense Department under Secretary of Defense Harold Brown. He led the first major assessment of US Strategic interests and challenges in the Persian Gulf, he also helped initiate the Maritime Pre-Positioning Program which positioned heavy weapons aboard ships in the Persian Gulf region which was the backbone of US response 12 years later during Operation Desert Shield. From 1986 to 1989, during the military-backed government of President Suharto, Wolfowitz was the U.S. Ambassador to the Republic of Indonesia. From 1989 to 1993, Wolfowitz served in the administration of George H.W. BUSH as Undersecretary of Defense for Policy, under then U.S. Defense Secretary Dick Cheney. During the Gulf War in 1991, his team reassessed the military strategy and raised \$50 billion in allied financial support.







## Chairman of the Joint Chiefs of Staff - General Henry Hugh Shelton

The chairman of the joint chief of staff is the principal military advisor to the president ,the secretary of defense and the national security council. By law he is the nation's highest ranking military officer .the chairman is required to convene regular meetings of joint chief of staff which comprise of the vice chairman ,chief of staff of the army ,chief of staff of the navy ,chief of staff of air force ,the commandant of the marine corps.

The chairman under the direction of the president and the SOD(secretary of defense) prepares the strategic direction of armed troops and strategic plans within the resource levels projected by the SOD . He also performs net assessments to determine the capabilities of the armed forces .

He may also advise the secretary on priorities of the requirements identified by the commanders of the unified and specified combatant command.

He also recommends the secretary a budget the activities of each unified and specified combatant command .

General Henry Hugh Shelton was chairman from 1997 to 2001. During his tenure, General Shelton worked tirelessly on behalf of service members, their families, and military retirees by championing a number of landmark quality of life initiatives, including the largest military pay raise in 18 years, pay table and bonus reform, and critical improvements in both retirement and healthcare programs. He made great strides in improving the readiness and retention of the current force while simultaneously crafting Joint Vision 2020-the roadmap for the Future Joint Force. General Shelton established Joint Forces Command to consolidate joint experimentation efforts and guide the transformation of the U.S. Armed Forces for the 21st Century.

# The Secretary of Transportation - Norman Mineta



Norman Yoshio Mineta was a member of the Democratic Party and served in President Bush's administration as the US Secretary of Transportation.

He was born in San Jose, California in 1931. Mineta enjoyed life like any other boy until the attack on Pearl Harbour by the Japanese. Due to this with the assistance of the State Government the Minetas relocated to a camp in Heart Mountain, Wyoming. Norman's father served as an instructor in the war. Norman Mineta went to University of California, Berkeley after high school where he majored in business. After graduation he served the US Army as an intelligence officer in Korea after which

he returned to San Jose. Now he served in the city's Human Relations Commission, Board of Housing authority. He was appointed to a vacant seat in the city council in 1969, later winning the elections in his own right. He was elected as the mayor of San Jose in 1971. In 1994 he was elected to the US House of Representatives after which he founded the Asia Pacific American caucus. Mineta served in the transportation department at various important posts till 1994. In 1995 he returned to the private sector.

President William J Clinton in the last year of his administration asked him to serve as Secretary of Commerce which he did. Later Mineta was asked to serve as Secretary of Transportation in the incoming Republican Administration of President Bush. Mineta as Secretary of Transportation headed a department which had 100,000 employees and a budget of 60 billion USD. It was responsible for all aspects of US Transport





## The Secretary of Health and Human Services - Tommy George Thompson

The duties of the secretary revolve around human conditions and concerns in the United States. This includes advising the President on matters of health, welfare, and income security programs. It strives to administer the department of Health and Human Services to carry out approved programs and make the public aware of the objectives of the department. After the attacks of 9/11 and the subsequent anthrax attacks, the position has held a unique significance in the War on Terrorism. The HHS played a vital role following 9/11 in promoting awareness about the Health hazards which

threatened Americans after the twin towers collapsed. In response to concerns about the possible health effects of the attack on the World Trade Center on 9/11, ATSDR (Agency for Toxic Substances and Disease Registry) in 2003 launched the World Trade Center Registry. The registry, a team effort by ATSDR, the New York City Department of Health and Mental Hygiene, and FEMA (Federal Emergency Management Agency), tracks long term health effects among workers, residents, and schoolchildren who were exposed to smoke, dust, and debris from the disaster. Through gathering of data on many exposed individuals, information can be drawn from the registry and used to help researchers identify health effects that may not be apparent to physicians treating only one or two affected individuals. This information may also help physicians identify those more likely to develop health effects and treat them earlier.

Human Services Timeline Tags: Environmental Impact of 9/11.

The HHS play a vital role in disaster management post 9/11, with Secretary Tommy George Thompson at the helm.



# Director of the Federal Bureau of Investigation-

## Robert Swan Mueller III



Robert Swan Mueller III is the sixth Director of the United States Federal Bureau of Investigation (FBI). Born on August 7, 1944, he received his bachelor's degree from Princeton University, his master's in international relations from New York University and his law degree from the University of Virginia. He served in the Marines for three years during the Vietnam War, earning a Bronze Star and a Purple Heart.

After working as a litigator in San Francisco, Mueller served in the United States Attorney offices from 1976-1988. In 1989, he joined the United States Department of Justice, leading its criminal division in the prosecution of Manuel Noriega and crime boss John Gotti among other high-profile cases. He worked in

the private sector from 1993-1995, returning to public service as senior litigator in the homicide division of the District of Columbia United States Attorney's Office. Mueller served as U.S. Attorney for the Northern District of California from 1998-2001.

When George W. Bush took office in January 2001, Mueller was called back to Washington, this time to serve as acting deputy attorney general (DAG)—the person who effectively oversees the day-to-day working of Main Justice and the FBI. Mueller, in his good-natured but firm manner, quickly set the tone.

After his short stint at Justice, during which he was rumored to have turned down the offer of the permanent DAG slot, Mueller returned to the San Francisco US Attorney's office. But then Louis Freeh announced he would step down as FBI director. President Bush nominated Mueller as FBI Director on July 5, 2001. In announcing Mueller's nomination, the President and attorney general stressed the new challenges for the FBI. But the challenges Mueller would inherit were on a scale no one had imagined.

The FBI had been stumbling in 2001; management problems under Freeh were bubbling to the surface, and morale was low. The capture of FBI agent Robert Hanssen for spying for the Russians had started the year off at a low point. The controversial investigation of scientist Wen Ho Lee was reverberating through the government. Next came a report that the FBI had lost hundreds of weapons and laptop computers. Then, just before Oklahoma City bomber Tim McVeigh was executed, it came out that the bureau hadn't, as required, turned over thousands of files to the defense—a mistake forcing a delay in the execution.

Mueller looked like a new beginning—the tough law-enforcement professional with a record, forged in Vietnam, of doing well under fire and getting organizations on track. The Senate confirmed Mueller unanimously. But before he started, Mueller quietly went into the hospital to be treated for prostate cancer, but his time in the hospital wasn't wasted. Tom Pickard (the then deputy director of the FBI) prepared thick unclassified briefing books on FBI procedure for Mueller to study in the recovery room.

The top-secret President's Daily Brief for August 6, 2001, reported that the "FBI is conducting approximately 70 full-field investigations throughout the U.S. that it considers bin Laden-related." However it is reported that only 8% of the FBI's total manpower was being used for counter-terrorism activities.

Mueller officially started at the Hoover building on September 4, the same day White House counterterrorism director Richard Clarke tapped out a now-infamous e-mail to national-security adviser Condoleezza Rice accusing the administration of not taking the al Qaeda threat seriously.

Mueller spent that first week as director learning the bureau's emergency-response plans—what to do in case of a nuclear attack, continuity-of-government plans, and the like. It was standard operating procedure for a new director.

The mission of the FBI is to protect and defend the United States against terrorist and foreign intelligence threats, to uphold and enforce the criminal laws of the United States, and to provide leadership and criminal justice services to federal, state, municipal, and international agencies and partners. It performs these responsibilities in a way that is responsive to the needs of the public and faithful to the Constitution of the United States. In short, the role of the Director of the FBI is to look into internal security of the nation. He coordinates various counter terrorism activities run by his department and then presents the reports to the President's Foreign Intelligence Advisory Board who later review and assess the given reports.



# National Security Advisor - Condoleezza Rice



The President appoints the National Security Advisor without ratification by the United States Senate. However, the National Security Advisor is a staff position in the Executive Office of the President and does not have direct authority over either the Department of State or the Department of Defense, but is able, as a result thereof, to offer advice to the President - unlike either the Secretary of State and the Secretary of Defense who are Senate-confirmed officials with direct authority over their departments - independently of the vested interests of the large bureaucracies and clientele of those departments. The influence and role of the National Security Advisor

varies from administration to administration and depends heavily on the qualities of the person appointed to the position and their relationship with the current President.

The National Security Advisor operates from the White House Situations Room in times of crisis, updating the President on the latest events of the crisis. By law, the secretary of state is the president's chief foreign-policy advisor; the national security adviser runs no department and commands no troops. But he or she is usually the first to see the president in the morning and the last at night.

Condoleezza Rice was a classic over-achiever who refused to let the boundaries of society limit her. She took an interest in politics from a very young age, and earned a bachelor's degree in political science. She then went on to get a Master's degree in government and international studies.

In 1986, she was appointed as the special assistant to the Director-Joint Chiefs of Staff position at the Pentagon through a Council on Foreign Relations Fellowship. Then, in 1989, when Brent Scowcroft became National Security Advisor, he appointed Rice to the National Security Council as the chief authority on the Soviet Union. She was involved in forming the American reaction to the fall of the Berlin Wall, the dissolution of the Warsaw Pact, and the demise of what was then considered the Soviet Union.



Later, Rice took up the position of Provost at Stanford, where she did very well. In July of 1999, Rice took a leave of absence from her provost position to become the foreign policy advisor for Texas Governor George W. Bush's presidential campaign. When Bush won the election, he tapped Rice for the position of National Security Advisor. Rice was the first-ever woman to get the job. As National Security Advisor, Rice has to balance some strong personalities and viewpoints and pull all of the information together for the President. On September 11, 2001, Rice immediately recognized the planes striking the World Trade Center as a terrorist attack. She called a meeting of the National Security Council. When a plane hit the Pentagon, they were ordered to evacuate the White House and take shelter in an underground bunker. She made calls throughout the day to heads of state throughout the world, assuring them that the United States government was up and running. She was suddenly thrust into the spotlight, as the Bush administration evaluated their next steps.

Rice works very hard not to reveal her own views, but instead to gather the information provided and present it to the president. She has often said that she is 'determined to leave this town' without anyone outside Bush's tight inner circle ever figuring out where she stands on major issues. She claims that she 'rarely' tells the president her private opinions, and if she does, she never shares her advice to the president, not even with her closest aides.

During the summer of 2001, Rice met with CIA Director George Tenet to discuss the possibilities and prevention of terrorist attacks on American targets. On July 10, 2001, Rice met with Tenet in what he referred to as an "emergency meeting" held at the White House at Tenet's request to brief Rice and the NSC staff about the potential threat of an impending al Qaeda attack. Rice responded by asking Tenet to give a presentation on the matter to Secretary Rumsfeld and Attorney General Ashcroft. On September 11, 2001, Rice was scheduled to outline a new national security policy that included missile defense as a cornerstone and played down the threat of stateless terrorism.

Rice is very dedicated to her physical fitness and gets up at 5 a.m. to exercise. She has never married, has no brothers or sisters, and her parents have passed away. Her job is the main focus in her life, and she regularly works 15-16 hour days. She relaxes by playing the piano.

# Deputy National Security Advisor - Stephen John Hadley



Stephen John Hadley served as an officer in the United States Navy from 1972 to 1975. He has served in a variety of capacities in the defense and national security field, including as an analyst for the Comptroller of the Department of Defense from 1972–1974, as a member of the National Security Council staff under President Gerald Ford from 1974–1977, and serving from 1986–1987 as Counsel to the Special Review Board established by President Ronald Reagan to inquire into U.S. arms sales to Iran.

During the administration of George H.W. Bush, Hadley was, "a Pentagon aide to Wolfowitz," serving as the Assistant Secretary of Defense for Global Strategic Affairs from 1989–1993. In that position, he had responsibility for defense policy toward

NATO and Western Europe, on nuclear weapons and ballistic missile defense, and arms control. He also participated in policy issues involving export control and the use of space. Hadley served as Secretary of Defense Cheney's representative in talks led by Secretary of State James Baker that resulted in the START I and START II Treaties.

He had been Assistant to the President and Deputy National Security Advisor from January 22, 2001. During this time, he assisted the National Security Advisor Condoleezza Rice, and his functions were very similar to those of hers, namely-

- Serves as a chief advisor to the President of the United States on national security issues.

- Serves on the National Security Council and is assisted by staff that produces research, briefings, and intelligence reports.

- Updates the President on the latest events during a crisis.

- Plays a critical role in administration of the National Security Council(NSC), which advises and assists the President on national security and foreign policy issues.

The Deputy National Security Advisor also exercised control over all the functions of the National Security Advisor in her absence.



# White House Chief of Staff - Andrew Hill Card, Jr.



The White House Chief of Staff is an Assistant to the President of the United States. The Chief of Staff oversees the Executive Office of President of the United States and is responsible for a variety of critical functions in support of the president's work and agenda.

The duties of the White House Chief of Staff vary greatly in each administration, according to the needs and desires of each president. The position typically plays both a managerial and advisory role that

encompasses several important functions:

- >Select and supervise key White House staff
- >Control access to the Oval Office and the president
- >Manage communications and information flow
- >Negotiate with Congress, executive branch agencies, and external political groups to implement the president's agenda.

The chief of staff often speaks for the president. The chief is subordinate to the leader and must execute the leader's wishes without delay.

A chief of staff is also a person of influence. First and foremost the chief expresses the leader's point of view to people throughout the organization. He also provides, as noted, advice to the leader. In this regard he can certainly express his point of view, but those views need to buttress the organizational mission. He also can disagree and should when he believes it necessary. Yet when the decision is made, even if the chief disagrees, must execute it. To do otherwise is disloyal and serves to weaken the leader's agenda as well as his ability to do the job. When staffers sense disunity it erodes confidence and can even undermine their ability to work effectively, or certainly cooperatively.



# Secretary of the Treasury - Paul Henry O'Neill



The Secretary of the Treasury of the United States is the head of the United States Department of the Treasury, which is concerned with financial and monetary matters, and, until 2003, also with some issues of national security and defence. The Secretary of the Treasury is a member of the President's Cabinet, and since the Clinton Administration, has been a member of the U.S. National Security Council. The Secretary is fifth in the United States presidential line of succession.

The Secretary of the Treasury is the principal economic advisor to the President and plays a critical role in policy-making by bringing an economic and government financial policy perspective to issues facing the government. The Secretary is responsible for formulating and recommending domestic and international financial, economic, and tax policy, participating in the formulation of broad fiscal policies that have general significance for the economy, and managing the public debt. The Secretary oversees the activities of the Department in carrying out its major law enforcement responsibilities; in serving as the financial agent for the United States Government; and in manufacturing coins and currency.

The Chief Financial Officer of the government, the Secretary serves as Chairman Pro Tempore of the President's Economic Policy Council, Chairman of the Boards and Managing Trustee of the Social Security and Medicare Trust Funds, and as U.S. Governor of the International Monetary Fund, the International Bank for Reconstruction and Development, the Inter-American Development Bank, the Asian Development Bank, and the European Bank for Reconstruction and Development.

O'Neill served as secretary of the treasury for the first two years of George W. Bush's presidency, a period when the economy was in the midst of a sharp slowdown. He was born in St. Louis, Missouri, although his hometown is Pittsburgh. He met his wife at Anchorage High School in Anchorage, Alaska, from which they both graduated in 1954. He lived on the military base there with his parents. He received a bachelor's degree in Economics from California State University, Fresno, a degree in Economics from Claremont Graduate University in 1961, and a Master of Public Administration from Indiana University.

He began his public service as a computer systems analyst with the Veterans Administration, where he served from 1961 to 1966. He joined the United States Office of Management and Budget in 1967, and was deputy director of OMB from 1974 to 1977.

After President Gerald Ford lost the 1976 election, O'Neill took an executive job at International Paper in New York City. He was Vice President of the company from 1977 to 1985 and President from 1985 to 1987.

In 1988, he was approached by President George H. W. Bush to be Secretary of Defence. O'Neill declined, but recommended Dick Cheney for the position. Bush then pursued O'Neill to chair an advisory group on education that included Lamar Alexander, Bill Brock, and Richard Riley. Under O'Neill's leadership, the group recommended national standards and unified testing standards.

O'Neill was chairman and CEO of the Pittsburgh industrial giant Alcoa from 1987 to 1999, and retired as chairman at the end of 2000. His reign was extremely successful, as the company's revenues increased from \$1.5 billion in 1987 to \$23 billion in 2000 and O'Neill's personal fortune grew to \$60 million.

In 1995, O'Neill was made chairman of the RAND Corporation.

In December 1997, O'Neill together with Karen W. Feinstein, President of the Jewish Healthcare Foundation, founded the Pittsburgh Regional Health Initiative (PRHI). They assembled a wide-ranging coalition of healthcare interests to begin to address the problems of healthcare, as a region. O'Neill became a leader locally and nationally in addressing issues of patient safety and quality in healthcare.

O'Neill was also pegged by Mayor Tom Murphy as a co-leader of Pittsburgh's Riverlife Task Force, along with the editor of the Pittsburgh Post-Gazette at the time, John G. Craig Jr. He is also a member of Carnegie Mellon University's Heinz College's Dean's Advisory Council.

O'Neill's had private feuds with Bush's tax cut policies and pushed for further investigation of the alleged al-Qaeda funding from some American-allied countries. He also objected to the invasion of Iraq in the name of the war on terror, considering it as nothing but a simple excuse for a war decided long before by-neoconservative elements of the first Bush Administration. Hence, in Dec. 2002, Bush called for O'Neill's resignation, citing the need for "a more effective spokesman for the administration's economic policies". Before becoming treasury secretary, O'Neill served as chairman of aluminium giant Alcoa. O'Neill also served under Presidents Nixon, Ford, Reagan, and Bush.



# Attorney General - John David Ashcroft



John David Ashcroft (born May 9, 1942) is an American attorney and politician who served as the 79th US Attorney General (2001-2005), in the George W. Bush Administration during the war on terror.

John Ashcroft previously served as the 50th Governor of Missouri (1985–1993), winning two terms in succession, a historical first for a Republican Party candidate in the state; and as a U.S. Senator from Missouri (1995–2001). He had early appointments in Missouri state government and was mentored by John Danforth. He has written several books about political and moral issues.

In 1972, John Ashcroft was appointed for the position of State Auditor by Governor Kit Bond. Then in 1974, John Ashcroft was hired as Assistant state Attorney General by Missouri Attorney General John Danforth.

In 1976, John Danforth was elected to the U.S. Senate, and John Ashcroft was elected to replace hi as State Attorney General.

In 1980, John Ashcroft was re-elected with 64.5% of the votes, winning 96 of Missouri's 114 counties.

In 1984, John Ashcroft was elected as Governor and was re-elected in 1988 making him the first (and to date, the only) Republican in Missouri history elected to two consecutive terms.

(As governor, Ashcroft helped enact tougher standards and sentencing for gun crimes, increased funding for local law enforcement, and tougher standards and punishment for people bringing guns into schools.)

In 1994, John Ashcroft was elected to the U.S. Senate from Missouri. Ashcroft won 60% of the vote against Democratic Congressman Alan Wheat.

In December 2000, following his Senatorial defeat, Ashcroft was chosen for the position of U.S. attorney general by president-elect George W. Bush. He was confirmed by the Senate by a vote of 58 to 42.

After the September 11, 2001 attacks in the United States, Ashcroft was a key administration supporter of passage of the USA Patriot Act.



## About United States Attorney General:-

The United States Attorney General (AG) is the head of the United States Department of Justice concerned with legal affairs and is the chief law enforcement officer of the United States Government. The attorney general is considered to be the chief lawyer of the U.S. government. The attorney general serves as a member of the president's cabinet, and is the only cabinet department head who is not given the title secretary.

The attorney general is nominated by the President of the United States and takes office after confirmation by the United States Senate. He or she serves at the pleasure of the president and can be removed by the president at any time; the attorney general is also subject to impeachment by the House of Representatives and trial in the Senate for "treason, bribery, and other high crimes and misdemeanors."

The office of Attorney General was established by Congress by the Judiciary Act of 1789. The original duties of this officer were "to prosecute and conduct all suits in the Supreme Court in which the United States shall be concerned, and to give his advice and opinion upon question of law when required by the president of the United States, or when requested by the heads of any of the departments." Only in 1870 was the Department Of Justice established to support the attorney general in the discharge of his responsibilities.

### Government Representation

The United States attorney general acts as a legal advocate to the president and the leaders of the executive departments. In the event of charges against the government, the attorney general serves as legal representation, appearing in all hearing and trials. The attorney general can represent the government as a whole, or it can represent a single government officer such as a congressional representative or governor. The attorney general can only represent an individual officer who is being tried for actions while in service to the government.

### Chief Law Enforcement Officer

The United States attorney general is the chief law enforcement officer responsible for investigating and prosecuting federal crimes committed against and for the United States government. He also enforces current and proposes future federal laws to strengthen the safety and welfare of the United States government and its citizens.

### Protecting the Public

The primary duty of the United States attorney general is to serve the best interests of the public within the United States jurisdiction. He is responsible for enforcing civil rights, preventing unfair consumer practices and improving the lives of United States citizens by proposing environmental protection laws and changes in criminal procedures.

### Public Advocate

A fundamental duty of the attorney general is to promote and protect the rights of all people within his jurisdiction. As a public advocate, an attorney general plays many roles, including but not limited to: bringing suit on behalf of the people to protect children, stopping unfair consumer practices, enforcing civil rights and protecting children. As a public advocate, an attorney general may also propose legislation focused on improving the lives of the people, such as environmental protection laws, antitrust regulations and changes in criminal procedure.

### Government Representative

As the top legal authority in the jurisdiction, the attorney general represents the nation or state in court on all cases involving the government's interest. This not only includes representing the government itself, but also representing individual government officers and employees acting on behalf of the state. Additionally, the attorney general is the main source of legal advice and counsel to the executive (president or governor), the legislature, and government departments, offices and bureaus. Finally, the attorney general can provide opinions to the government on all legal matters.

### Crime Duties

At the federal level, the attorney general is the sole officer responsible for the investigation and prosecution of federal crimes committed for, against or by the U.S. government. At the state level, while most crimes are prosecuted by city and county district attorneys, state attorneys general are responsible for enforcing state-wide criminal laws such as anti-trust, financial and Internet laws. State attorneys general are often the main advocates for victims of crime and their families.

### Counsellor at Law

As the top legal officer of the nation, the attorney general represents the United States in court on all cases involving the nation's interest. This not only includes representing the government itself, but also representing individual government officers and employees acting on behalf of the state. Additionally, the attorney general is the main source of legal advice and counsel to the president, Congress and all U.S. government departments, offices and bureaus. Finally, the attorney general can provide opinions to the government on all legal matters.

### The Top Cop

The attorney general is the sole officer responsible for the investigation and prosecution of federal crimes committed for, against or by the U.S. government. At the state level, while most crimes are prosecuted by city and county district attorneys, the attorney general is responsible for investigating and prosecuting all crimes that cross state or national borders including gun smuggling, drug trafficking and Internet or cyberspace crimes.

### The People's Representative



A fundamental duty of the attorney general is to promote and protect the rights of all people within his jurisdiction. As a public advocate, an attorney general plays many roles, including but not limited to, bringing suit on behalf of the people to protect children, stopping unfair consumer practices, and enforcing civil rights. As a public advocate, an attorney general may also propose legislation focused on improving the lives of the people, such as environmental protection laws, antitrust regulations and changes in criminal procedure.

## Ambassador to the United Nations - John Negroponte



The United States Ambassador to the UN serves as the head of the US Mission to the UN and represents the US on the UN Security Council and in sessions of the General Assembly. The current ambassador John Negroponte was appointed in February 2001.. Negroponte has been an influential and efficient diplomat in the past, as seen during his stint in Honduras, where he did well to ensure the US did not lose its strongest ally in the

otherwise communist Latin American region.

He also served as Ambassador to Mexico (1989–1993), so Negroponte is well versed in versatile trade agreements with several nations.

It is also important to note that the Bush administration had faith in Negroponte, because his appointment was met with a lot of opposition, yet the government stood by him. This shows the faith the authority had in him and his ability as a capable diplomat. Negroponte having served in Vietnam during the 1960's which was a critical time due to the war, and in Honduras, made him a good choice to the UN considering the current critical situation in 2001.

# Director of Central Intelligence - George John Tenet



The United States Director of Central Intelligence(DCI) is the head of the United States Central Intelligence Agency(the CIA) and 15 other bodies, collectively known as the Intelligence Community. His other functions are to act as a principal intelligence advisor to the President and the National Security Council, which will be his main function in this committee.

The creation of the post of DCI(January,1946) predates the establishment of the CIA. The DCI originally headed the Central Intelligence Group(CIG), which was succeeded by the CIA. The CIA was established by the National Security Act of 1947, which also established the functions of the

Director of Central Intelligence, and created the National Security Council(NSC).

The current holder of this post, George Tenet came to power in 1997 and has held this post for 4 years and is one of an exclusive group of DCI's who have held power under two U.S Presidents of opposing political parties. He started by working for the Senate, where he was both a legislative assistant covering national security and a legislative director under Senator H. John Heinz III. Then, for four years, Tenet was Staff Director of the Senate Select Committee on Intelligence(SSCI) where he coordinated the committee's full workload on oversight and legislation.

Under the administration of Bill Clinton, Tenet was a part of his national security transition team, responsible for a comprehensive assessment of the Intelligence Community. He also acted as Special Assistant to the President and Senior Director for Intelligence Programs in the NSC, which strengthened his grasp on the intelligence system of America. He then went on to serve as Deputy Director of the CIA in 1995.

Mr. Tenet's primary goal has been the rejuvenation of the CIA, which has fallen on hard times since the end of the long and dreadful Cold War. In this time of low budgets, Tenet has also been forced to deal with insufficient personnel, with the number of agents recruited having fallen to an all-time low in this period. Mr. Tenet has been forced to search for new areas where threats may now lie, with particular emphasis on China and the rogue states of North Korea, Iran, Iraq and the rising threat of terrorism.

The main crises which Tenet has been forced to deal with in his tenure have been the embassy bombings at Kosovo, which he claims were not deliberate and resulted from a 100 yard error in



the system which wasn't rectified. This led to a comprehensive overhaul of the bombing system, with pilots having to verify coordinates beforehand.

Tenet has mainly laid stress on dealing with the burgeoning threat that is the al-Qaeda in the Middle East. He appointed new leadership in the form of Cofer Black to CIA's Counterterrorist Center(CTC) and charged them with coming with a grand plan to deal with the militants. He also realized that reconnaissance flights and Predator-drone operations were required to deal with this threat, though he was not blind to the large legal and moral implications of such an operation going awry.

In late 2000, recognizing the lack of a "big-picture" understanding of al-Qaeda's operations, he appointed a senior manager in the CTC to assess creating strategic assessment capability. This led to the formation of the CTC's Strategic Assessments branch in late 2000, though it didn't have enough personnel.

It is Mr. Tenet's diplomatic and people skills that have helped him rise to this high post, having come from a humble immigrant background. And it is these skills that he must use to avert any threats to the security of the United States of America.

## Counselor to the President - Karen Parfitt Hughes



Karen Parfitt Hughes worked as a news reporter from 1977 to 1984. In 1984, she went to work as the Texas press coordinator for the Reagan-Bush campaign later becoming the executive director of the Republican Party of Texas.

Since 1994, Hughes has worked with George W. Bush, first as director of his campaign for the office of governor of Texas, and then as a counsellor from 2001 to 2002, while he was President of the United States. Bush considered her to be a very close advisor. A clear cut showcase of this was the maintenance of her contact with Bush even when she wasn't a part of the administration between 2002 and

2004.

As the Counsellor to the President, she was a high ranking assistant and a member of the Executive Office. She oversaw communications, media affairs, speechwriting and press offices. She often addressed the press and issued statements on behalf of the President or when the President couldn't himself.

Hughes left the Bush administration in July 2002 to return to Texas but she rejoined Bush's team after a two year spell as an election planner, going on to become undersecretary of state for public diplomacy in 2005. In that role, she was responsible for trying to polish the image of the US overseas in the wake of the Iraq war and the damaging Abu Ghraib prison abuse scandal.

In end October 2007, she resigned from her position in the White House. She currently serves as the Vice Chairman of Burson-Marsteller, a major public relations company.

## Chief Counter-terrorism Adviser - Richard Alan Clarke



Richard Alan Clarke began his career in 1973 in the U.S. Department of Defense. During the Reagan administration Clarke worked as the Deputy Assistant Secretary of State for Intelligence, a post which he entered in 1985. Following which in 1989 he took the post of Assistant Secretary of State for Politico-Military Affairs under the U.S. Department of State.

Clarke came into the limelight with his involvement with Operation Desert Storm (commonly known as the Gulf War). This UN authorized operation involved a Coalition force from 34 nations led by U.S.A. waging an attack against Iraq in response to Iraq's unjust annexation of Kuwait. Clarke was greatly involved with coordinating the diplomatic efforts and post-war security arrangements. Clarke has also been credited for his role in reducing American intervention in Rwanda by helping in the formulation of PDD-25.

Clarke served under several presidents and the scope of his powers and position varied between presidents. After working for the State department under Reagan, Clarke enjoyed an extension of his powers under H.W. Bush, where he was promoted to chair of the counter – terrorism security group and also given a seat in the United States National Security Council. Under President Clinton in 1998, Clarke was promoted yet again to the post of National Coordinator for Security, Infrastructure Protection, and Counter-terrorism. In addition to this he also became the president's chief advisor when it came to anti-terrorism matters. Clarke's position lost ground under the administration of George W. Bush. Although Clarke continued to



work under the same post bestowed to him by Clinton, the amount of access this post granted him was greatly reduced. Most notably the post no longer having any cabinet access. On a personal level, Bush and Clarke did not see eye to eye on a multitude of matters. Most notably would be America's then anti-terrorism policies. Clarke also showed great discontentment in the decisions taken by the president to intervene in the middle east, especially in Iraq. In general he was always critical of the Bush Jr. administration.

Clarke had anticipated actions from the Taliban and the Al-Qaeda in the period before 9/11 itself.

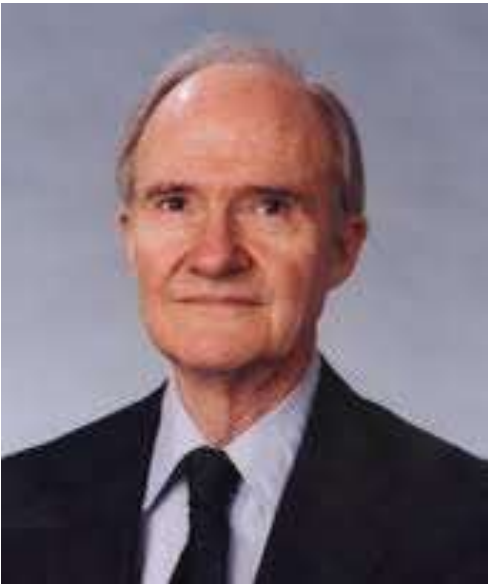
In the words of Clarke himself, "Bin Laden and his network because it posed 'an immediate and serious threat to the United States.' "

The most important aspect of Terrorism policy during the period just before the 9/11 crisis was the memo on al-Qaeda sent on January 25, 2001, from Clarke's office to National Security Advisor Condoleezza Rice. This was an extremely significant document as it was the first terrorism strategy paper of the Bush administration.

An interesting point to note would be a statement made by Rice post 9/11- "Nobody organized this country or the international community to fight the terrorist threat that was upon us until 9/11" She also went on to deny the fact that the Bush administration had not sat upon the decision to take anti-terrorism actions in the period before 9/11. So it can be understood that Mr. Clarke was not only on bad terms with President Bush himself but with several other personalities of the cabinet as well. Clarke's reign as counter-terrorism czar effectively ended with his change of post to Special Advisor to the President on Cybersecurity in his last year under Bush administration.

The position of National Coordinator for Security, Infrastructure Protection, and Counter-terrorism is a unique one. Established by PDD-62, this portfolio grants the holder the powers and duties to integrate the working of individual agencies, identifying and resolving issues. Also the coordinator is responsible for crisis management and coordinating between bodies as the name itself suggests. The National Coordinator also reviews departmental budget submissions and works with the Office of Management and Budget (OMB) to make adjustments as deemed necessary. This type of authority is rare within the executive branch. After the Bush administration the National Coordinator is also one of the few non-Cabinet officials to be a member of the NSC's Principals Committee composed of the heads of various departments and agencies with a role in national defense. The day-to-day coordination of counter-terrorism programs is conducted through four interagency working groups, all chaired by the National Coordinator. The threat of a WMD terrorist attack within the United States has led to the inclusion of several agencies, such as the Department of Health and Human Services and Department of Transportation, into the counter-terrorism decision-making structure.

## Chairman of the President's Foreign Intelligence Advisory Board - Brent Scowcroft



The President's Intelligence Advisory Board (PIAB), with its component Intelligence Oversight Board (IOB), is an independent element within the Executive Office of the President.

The President's Intelligence Advisory Board exists exclusively to assist the President by providing the President with an independent source of advice on the effectiveness with which the Intelligence Community is meeting the nation's intelligence needs, and the vigor and insight with which the community plans for the future. The Board has access to all

information needed to perform its functions and has direct access to the President.

The Intelligence Oversight Board oversees the Intelligence Community's compliance with the Constitution and all applicable laws, Executive Orders, and Presidential Directives. It complements and supplements, rather than duplicates the oversight roles of the Director of National Intelligence, Department and Agency Inspectors General and General Counsels, and the Congressional Oversight Committees.

For more than five decades the PIAB has acted as a nonpartisan body, offering the President objective, expert advice on the conduct of U.S. intelligence.

### The Role of The Board

Unique within the government, the PFIAB has traditionally been tasked with providing the President with an independent source of advice on the effectiveness with which the intelligence community is meeting the nation's intelligence needs and the vigor and insight with which the community plans for the future.

### How the PFIAB works

The Board has a chair and an executive director appointed by the president and, traditionally, has had a permanent executive staff of three to four members. These agencies absorb the salaries of those individuals since the PFIAB has no independent budget. Most expenses are



administrative, such as travel and office upkeep. PFIAB membership has fluctuated between six and twenty-one individuals appointed by the

President. The vetting process, however, usually involves the White House Office of Presidential Personnel. Various members of the PFIAB, mostly the chair, have made recommendations on appointments. Members of the Board have been drawn from business, science, academia, the military, past practitioners in the fields of international and security affairs, and politicians. Members take an oath not to divulge classified information that they obtain through their service nor are they allowed to discuss their deliberations on the subjects they review. Their access is unlimited; they can access the intelligence information from all sixteen agencies of the American intelligence community – including the CIA, the Federal Bureau of Investigation (FBI), the DIA, and the National Security Agency (NSA).

PFIAB chairman: Brent Scowcroft

He is a retired United States Air Force Lieutenant General. He was the United States National Security Advisor under U.S. Presidents Gerald Ford and George H. W. Bush. He also served as Military Assistant to President Richard Nixon and as Deputy Assistant to the President for National Security Affairs in the Nixon and Ford administrations. He served as Chairman of the President's Foreign Intelligence Advisory Board under President George W. Bush from 2001 to 2005.

In 1998, he supported an alliance of Amoco, British Petroleum, Chevron, Exxon, Mobil and Unocal, leading a multi-billion dollar contract to extract oil reserves from Azerbaijan, Kazakhstan and Turkmenistan, the three countries that surround the Caspian together with Russia and Iran. Profiting from that oil deal was Azerbaijan president Heydar Aliyev, former Communist Party Secretary and KGB chief in Baku; Turkmenistan president Saparmurat Niyazov, the former chairman of the Supreme Soviet in Ashkhabad; Kazakhstan president Nursultan Nazarbayev, a former member of Soviet Politburo; as well as Georgian President Eduard Shevardnadze, former Soviet foreign minister and Politburo member.

Scowcroft reflects on the decision not to invade Baghdad in the 1991 Gulf War, and writes that if the US had then overthrown Saddam Hussein, "Our Arab allies... would have deserted us, creating an atmosphere of hostility to the United States that might have well spawned scores of Osama bin Ladens.