



The Honorable **William J. Lynn** is senior vice president of Government Operations and Strategy at Raytheon Company. He was elected an officer of the company in May 2005. Raytheon Company (NYSE: RTN), with 2007 sales of \$21.3 billion, is a technology leader specializing in defense, homeland security and other government markets throughout the world. With headquarters in Waltham, Mass., Raytheon employs 72,000 people worldwide.

Lynn's responsibilities include company liaison with the executive and legislative branches of the federal government, as well as state and local government relations. He also directs the corporate strategy office, where he is responsible for the development of companywide strategic plans.

Lynn joined Raytheon in August 2002 from DFI International, a Washington-based management consulting firm, where he was executive vice president. Prior to joining DFI in 2001, Lynn served four years as the Under Secretary of Defense (Comptroller). In that position, he was the chief financial officer for the Department of Defense (DoD) and the principal advisor to the Secretary of Defense for all budgetary and fiscal matters. From 1993 to 1997, Lynn was the director of program analysis and evaluation in the Office of the Secretary of Defense,

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where he oversaw all aspects of the DoD's strategic planning process.

Lynn was awarded three DoD medals for distinguished public service, the Joint Distinguished Civilian Service Award from the Chairman of the Joint Chiefs of Staff and awards from the Army, Navy and Air Force. He also received the 2000 Distinguished Federal Leadership Award from the Association of Government Accountants for his efforts to improve defense accounting practices.

Before entering the DoD in 1993, Lynn served for six years on the staff of Senator Edward Kennedy as liaison to the Senate Armed Services Committee. Prior to 1987, he was a senior fellow at the National Defense University and was on the professional staff of the Institute for Defense Analyses. From 1982 to 1985, he served as the executive director of the Defense Organization Project at the Center for Strategic and International Studies.

A graduate of Dartmouth College, Lynn has a law degree from Cornell Law School and a master's in public affairs from the Woodrow Wilson School at Princeton University. His publications include a book, *Toward a More Effective Defense*, as well as articles in various newspapers and professional journals.