



The Honorable Michael Joseph Bayer, Chairman President and CEO, Dumbarton Strategies

Michael is the President of Dumbarton Strategies, LLC. He provides strategic advice informed by deep technical and geopolitical context to clients in the United States and Europe on matters of national security, aerospace, and energy.

He also serves as corporate director on the Boards of BEI Sensors, Waste Control Specialists, Inc., Beretta Holdings and NorthStar Group Services. His past director positions include Sprint Energy Services, APITech, ATAC, DOSS Aviation, EG&G, Duratek, Athena, Stratos Global, Dyncorp International, and Vangent Holding Corp.

The highest levels of government have frequently called upon Michael for his thoughtful analysis and sound advice. In 2019, Michael led the Navy's Cybersecurity Readiness Review which illuminated organizational and management gaps that exposed the Navy's and other Military Services' most crucial capabilities to cyber threats. In 2018, after the tragic loss of life in the collisions of U.S.S. Fitzgerald and later, the U.S.S. McCain, Michael led the Navy's Strategic Readiness Review which identified the leadership and institutional changes necessary to prevent future tragedies. In 2001, following the terrorists attacks of 9/11, Secretary Donald Rumsfeld asked Michael and Noble Prize winner Joshua Lederberg to lead a classified investigation named "Red Nuff" to identify future vectors of global terrorism. In 1991, after the downing of PanAm Flight 103 over Lockerbie Scotland, President Bush asked Michael to lead the staff of a Congressionally created Commission to investigate causality. The findings of that report fundamentally changed the Nation's and the Industry's approach to aviation security and counterterrorism. In 1990, President George H.W. Bush appointed Michael as Federal Inspector of the Alaska Natural Gas Transportation System where he concluded the project to be economically infeasible and terminated it and his office. In 1986, President Ronald Reagan appointed Michael as the Assistant to the Secretary of Energy for Legislative Affairs, after as Associate Deputy Secretary of Commerce, and later still as a Member of the Board of Visitors to the U.S. Military Academy.

Michael has decades of service on government advisory boards. He is the Chairman of the Defense Business Board, an advisory resource for the Secretary of Defense comprised of corporate executives and other C-suite leaders who bring outside perspectives to the Department's toughest management challenges. Michael is also a long-serving member of the Defense Science Board, which advises the Department on a wide-range of science and technology matters. Additionally, Michael serves on the Executive Committee of the National Defense Industrial Association, one of the top three major defense trade associations.

Michael's previous advisory service includes; the Chief of Naval Operations Executive Panel, the Business Executives for National Security Advisory Board, the Sandia Laboratory's National Security Advisory Panel, the Board of Visitors of the U.S. Military Academy, the Army Science Board (Chairman), the Naval War College Board of Visitors, the Secretary of the Air Force's Advisory Group (Chairman), the Nuclear Weapons External Advisory Panel, and the U.S. European Command, Senior Advisory Group.

He has served every Secretary of Defense from Bill Perry to Mark Esper. The Department of Defense has recognized Michael's contributions with its highest civilian awards: four Defense

Distinguished Service Medals, two Navy Distinguished Service Medals, and one Army Distinguished Service Medal.

A retired U.S. Army Colonel with Active, Guard and Reserve service, Michael is devoted to the women and men serving in the U.S. military. He spent over 12 years raising millions of dollars for Warfighter Sports USA, one of the most effective warrior support foundations in America. Michael holds a Juris Doctor in Law, a Masters of Business Administration, and a Bachelor of Science in International Economics. He is a resident of Georgetown, Washington, DC and is married to The Honorable Phyllis L. Bayer.